DFO Pacific Science Workplace Wellness Assessment

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Introduction

Since 1999, the Government of Canada (GOC) has conducted the Public Service Employee Survey (PSES) on a three-year interval and since 2017 annually. The primary objective of the survey is to obtain reliable and timely information on the views of all employees of the federal Public Service about their leadership, workforce and work environment. The information is used to measure employees' perceptions of the state of people management in their organization, identify strengths and opportunities to guide organizational planning and learning, and contribute to the assessment of departmental performance. The survey queries public service employees on for opinions and experiences related to people management practices, including engagement, leadership, workforce, workplace, workplace well-being and compensation.

Results of these surveys, and recognizing that effective people management is a cornerstone of a high performing public service and a key enabler in building Canadians' trust in and satisfaction with government, the GOC developed the Policy Framework for Effective People Management[i] and numerous complimentary policies and directives in support of sound people management practices, which include a focus on workplace wellness, inclusion and diversity in the workplace[ii]. Individual Departments have developed additional policies, frameworks, guidelines and directives that complement these GOC initiatives.

As a follow-up to 2017 and 2018 PSES, and the initiatives undertaken to improve workplace wellness by DFO Pacific Region Science Branch (Pacific Science), the Pacific Region, Regional Director General, with the support of the Director of Science commissioned a 'lived experience'[1] workplace wellness evaluation of DFO Science Pacific Region. The focus of the study was oriented to key workplace wellness factors identified in the 2017 and 2018 PSES as a moderate to high concern including, and included an assessment of workplace wellness initiatives conducted by DFO Pacific Region and Pacific Science in 2018.

Study Objectives:

- Explore individual's experiences of workplace wellness at the Section Head and Division Manager Level, as well as a sampling of non-management staff.
- Evaluate workplace wellness within work units and the factors contributing to supervisors' ability build and maintain healthy workplaces.
- Obtain feedback about Work on Wellness (WOW) initiatives undertaken in 2018, and suggestions to improve workplace wellness.

Study Design

The study was based on qualitative social science research methodologies. Interviews, referred to in this report as 'dialogue sessions', were conversationally conducted with Science staff, utilizing open, 'lived experience' type questions, as well as directed questions related to the workplace wellness.

Dialogue sessions were held with Science management (Division Managers and Section Heads) and non-management staff that volunteered to participate from any of the core DFO Pacific Science locations. Dialogue

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[1] Lived experience study in the field qualitative phenomenological research, refers to a representation of the experiences and choices of a given person, and the knowledge that they gain from these experiences and choices. [1][2] It is a category of qualitative research together with those that focus on society and culture and those that focus on language and communication. Wikipedia. https://en.wikipedia.org/wiki/Lived_experience

sessions were scheduled for 1.5 hours between late March and early June 2019. An email from the Director of Science was sent to all Division Managers and Section Heads requesting their participation A separate email was sent to all Science staff inviting their voluntary participation in the study.

An analysis of the 2018 and 2017 PSES was conducted, focusing on questions relating to workplace wellness to identify results indicating a need for improvement and, from this analysis, themes were identified from which questions and probes were developed and offered during the session to guide the discussion. Themes included:

- Job satisfaction, stress, and workload
- Balancing work and personal life
- Relationships amongst peers, supervisors, management, and staff
- Interpersonal conflict, inappropriate behaviour, harassment, and discrimination
- Work environment (location, facilities, social activities, mental and physical well-being offerings, etc.)
- Career development, training, including supervisory skills and knowledge
- Science management (communication, engagement, funding, and strategic planning)
- Workplace wellness initiatives (Working on Wellness (WOW), mental health, diversity in the workplace, conflict resolution, etc.)

During the dialogue session, each participant was first asked what workplace wellness meant to them and what factors they felt most important to contributing to a healthy and productive workplace. They were then offered the opportunity to share their personal experiences, around workplace wellness and encouraged to offer suggestions that they, their teams and management could undertake to improve workplace wellness. Individuals with supervisory roles were also asked to share their perceptions of their team's workplace wellness, and their experience as a supervisor in supporting and managing workplace wellness for their groups. The interviewer supplemented the discussion with probe questions to elicit further detail about participant experiences and, with discretion to solicit additional feedback on the theme areas, where appropriate.

Key highlights, suggestions, and concerns were recorded through handwritten notes taken by the interviewer during the dialogue session. As a qualitative study, perceptions, feelings, and experiences were recorded and accepted as an individual's experience. It was not the objective of this study, or consistent with a 'Lived Experience' study methodology, to investigate any specific issues or events shared by study participants, or substantiate information provided by participants.

All information shared during the dialogue sessions was kept confidential between the interviewer and the interviewee, thereby providing an environment where participants could feel comfortable in sharing their true experiences and feedback. A written informed consent form, outlining the commitment to confidentiality and the destruction of all data eight weeks post the completion and acceptance of this report, and the voluntary nature of the study was provided to each study participant. Dialogue sessions were only conducted where informed consent was granted.

Study Analysis

Dialogue sessions were analysed thematically about workplace wellness and reported in a minimum aggregate and/or thematic format to the degree that confidentiality of individuals and work units has been protected. As a qualitative study, perceptions, feelings, and experiences were recorded and analysed.

PSES results were compiled and analysed to provide quantitative and contextual data for comparison to participant feedback (Appendices A, B, C) and D, and are reported along with participant feedback in this report.

Given the voluntary nature of the study, it was not intended that the dialogue sessions would be structured in a way to achieve a representative sample of Pacific Science staff or by Science work location.

This report provides a qualitative summary of the input and feedback from dialogue session participants. A qualitative approach and the grouping of participant input by location, classification, and division or Science as a whole is necessary to protect the confidentiality commitment that no individual or work group could be identified, as per consent commitments outlined above.

Dialogue Sessions Summary

Overview

Workplace wellness dialogue sessions were held with ▮ DFO Science employees in person at the Institute of Ocean Sciences (IOS) in Sidney, the Pacific Biological Station (PBS) in Nanaimo, and the Pacific Science Enterprise Centre (formerly called West Vancouver Laboratory) in West Vancouver. Video conference sessions were held for participants at Cultus Lake Laboratory due to scheduling needs of the interviewer or participants. There was a predominance of participants from PBS compared to all other locations combined.

All participants were indeterminate employees with tenue ranging from 2 to 36 years and from the following classifications: CR, AS, GL, EG, BI, PC, RES, EN-SOR and REM, with participation skewed toward BI, PC and RES's. All Division Managers, Section Heads and other members of the Science Executive, with the exception of the Regional Director of Science (collectively referred to as the Management Team in this report) participated totalling 26 participants, along with an additional ▮ that volunteered. Any volunteers that had previously occupied or acted in a Management Team position were asked to provide feedback based on their current position and their experience on the Management Team.

Given the voluntary nature of the study and limited participation a representative sample of Pacific Science staff was not achieved (nor intended). Therefore, and it is not possible to draw comparison about the workplace wellness at different Science locations or between classifications, given the small sample sizes and skewed representation of these categories.

Throughout the report, data from the PSES is presented from questions that relate to the topic being discussed. The format for PSES information is usually to present the Pacific Science percentage agreeing with the PSES statement then to provide the range between the Pacific Science divisions. For added context Public Service and DFO Pacific Region PSES percentages are presented in the following format (PS X%; DFO Pacific X%). The PSES results were analysed and are presented breaking down the PSES questions into four separate analyses: (1) Pacific Science results not including questions related to harassment, stress or compensation (Appendix A); (2) Pacific Science results of stress related questions (Appendix B); (3) Pacific Science results of harassment related questions (Appendix C); and, (4) results of the Public Service, DFO Pacific Region and DFO Pacific Science. Given the numerous initiatives already underway related to the Phoenix pay system, these results are not included in this analysis, and were not part of specific questions or probes for the Dialogue sessions.

In this report, participant workplace wellness feedback and suggestions, are presented with qualifiers such as, "a few," "several" "numerous," "many" and "most, to provide a sense of the weight of congruence of the feedback around a topic, as it was not the objective of this study to produce a quantitative analysis. Also, to distinguish between workplace wellness session results and PSES data, those participating in the workplace wellness sessions are referred to as "participants," while those contributing to the PSES are referred to as respondents.

The following provides a summary of specific concerns, positive highlights and wellness factors that individuals shared during their dialogue sessions. Categories were chosen based on what was shared by participants and the key wellness factors surveyed in the PSES. As many of the issues and suggestions interrelate to multiple wellness factors and concerns, suggested cross-referencing is included in this summary. It is important to review the report in its entirety to gain a more holistic perspective. Also, included in each section are suggestions from participants for improving workplace wellness and highlights of best practices that are contributing to positive workplace wellness outcomes.

Where there were significant differences in what was shared by management (Division Managers and Section Heads) and non-management staff (all other positions), and because all management was asked to participate in the study, whereas non-management staff volunteered, the following summary separates the feedback by these categories where differences occur. In some cases, specific classifications have been separated in the discussion. However, what was shared is only segregated by classification or group where there were enough participants in that category to protect the confidentiality of participants. Generally, results are not presented by Science location, because confidentiality cannot be protected due to the smaller participant numbers at locations other than PBS.

Factors Contributing to Workplace Wellness

The first question asked of each dialogue session participant was, "What does a healthy workplace mean to you?" It is clear from the variety of responses that many factors contribute to whether an individual considers their workplace healthy, and what is important for one individual may not factor into the consideration of another. Further, what one considers as important in creating a healthy workplace is likely to change depending on the stage of ones' life and career, and their personal and work life circumstances.

Many participants' first response was captured by an expression of their feeling, i.e. feeling happy to, or looking forward to, coming to work. Some, generally those who have had negative experiences, expressed workplace wellness as an absence of dread or anxiety in coming to work. Exploring the factors that create a sense of happiness or satisfaction in coming to work, several fundamental requirements were most common among participants and can be grouped as follows:

- **A safe and supportive environment**

  Participants spoke about being in a positive and supportive environment, free of harassment or bullying, where it is safe to speak out when concerns arise and know that their concerns would be addressed. Some individuals stressed the importance of people being friendly and mindful of their impact on each other, willing to pitch in to help each other and to watch out for each other. Also articulated was the importance of a physically safe working environment, whether at-sea, in a lab, in the office, at meetings or on the road.

- **Being productive and able to make a worthwhile contribution**

  Many individuals shared the importance of being able to do good science, or be in roles that support the science that contributes to protecting and managing natural resources for Canadians. Many stressed the importance of working in a collaborative team environment, where the sharing of ideas and opinions was encouraged and valued. Related to being productive, numerous individuals highlighted the importance of being supported with the funding, tools, staff, training and other resources to accomplish their work.

- **Being valued and receiving genuine appreciation and recognition**

  Many individuals identified appreciation and recognition as very important to workplace wellness and several stressed that, while there is value in formal expressions of recognition like distinction and immediate awards, a personal "nice work" or "thank you" was all that was necessary to have a feeling of being appreciated. Being recognized for both significant achievements, as well as day-to-day contributions were equally important to participants.

- **Balancing work and life**

  Numerous participants pointed to the importance of having a balance between their work and home life, being able to leave work behind at the end of a day, and not feeling overwhelmed by the volume and urgency of unreasonable deadlines. Having flexible work arrangements, whether adjusted hours,

compressed or reduced workweeks, teleworking, leave for personal needs, or the ability to juggle working hours on an as-needed basis around personal commitments, childcare or eldercare was also highlighted as important in achieving a balance between their work and home lives.

* **Understanding the big picture and having clear work objectives**

  For many participants, having clear work objectives and understanding how their work contributes to their particular program, whom their contributions serve, and how it fits into the bigger picture of Science's objectives and mission was very important to have a sense of well-being and job satisfaction.

* **Opportunities for social engagement and physical fitness**

  While fewer individuals stressed the importance of having opportunities for social interactions and physical fitness activities initially, later in their dialogue session, when asked how about the value of the social activities, or whether they have ways of relieving stress and maintaining wellness, many indicated how valuable social and physical wellness opportunities are to their mental and physical health.

Individual Experiences of Workplace Wellness

Having discussed factors that contribute to workplace wellness, participants were then offered the opportunity to share their personal experiences related to workplace wellness in Pacific Science. During the course of these discussions, participants were encouraged to share their sense of work satisfaction, level of stress, workload, working hours, and what they liked about working in Science, and what they found challenging.

Regardless of the level, classification or program, everyone interviewed related a deep personal commitment to conducting and delivering the best science possible, a sense of gratitude for the opportunity to do "cool" and "important" science, and the personal satisfaction from making a difference in contributing to how our natural resources are managed. This is similarly reflected in the PSES Question 10, "I feel proud of the work I do," with 91% of Pacific Science respondents (PS 85; DFO Pacific 85%) agreeing or strongly agreeing. Most, but not all, when asked what they liked about working in Science, also spoke to the positive relationships they have with colleagues, both in a working context and socially, and the value of social opportunities and working in locations with an abundance of natural beauty which contributes to their feelings of personal wellbeing and enjoyment.

Workload & Work Pressures

The PSES included three questions related to stress. Overall, 20% of Pacific Science staff (reported that their work-related stress as 'high' or 'very high', (PS 45; DFO Pacific 38%) with another 40% (PS 36; DFO Pacific 40%) at a 'moderate level.' Results at the Division level vary between 11% and 25% for 'high' or 'very high' and 37% to 48% for 'moderate' (Appendix B). These Divisional differences are aligned to the differences heard during the dialogue sessions, but do not necessarily reflect the differences between management and non-management staff.

Response to workload and work pressure is very individual, with some participants feeling overwhelmed while others expressed a certain satisfaction in their ability to cope with a lot of demands. Based on feedback from participants interviewed during dialogue sessions, the level of stress on individuals is highly dependent on their level in the organization and the programs they belong to, with some programs having higher demands for immediate deliverables, while other programs have more regular and manageable expectations.

Personal stress related to heavy workloads and work pressures is highest amongst the management team (Division Managers and Section Heads), with non-management staff less likely to raise workload and work

pressure as an issue. The PSES Question 15 results indicated that only 55% of Science respondents (Divisional range 44% - 67%; PS 70%; DFO Pacific 52%) agree that they can complete their work assigned during their regular working hours. Many of the management team commented on increasing urgency, unreasonable deadlines, firefighting and increases in reporting requirements, since 2015. Numerous participants observe that the significant influx of funding and staff for new programs has defeated the objective of the 2016 Science reorganization to reduce Division sizes and thereby make Division Manager's and Section Head's workload more achievable. Some also commented that more issues and programs are being run or coordinated by National Headquarters, contributing to the extra workload of reporting and meetings, as well as sometimes creating competing demands and priorities Regionally and Nationally.

Question 15 on the PSES asked, *"I have support to balance my work and personal life,"* with 60% of Science respondents (Divisional ranges 40%-74%; PS 70; DFO Pacific 52%) strongly or somewhat agreeing to this statement (Appendix B). It is typical for Division Managers and some Section Heads, to varying degrees, to work extended hours, take work home or manage email in evenings and on weekends, leading to feelings of being overwhelmed, stressed, and experiencing a lack of work-life balance and burnout. Many managers commented on a schedule filled with meetings, which along with the increase in workload, left little time for strategic planning and, perhaps more importantly, time to attend to staff and staff concerns. Many managers typically work through lunch, taking few or no breaks during the day. While some among the management team successfully create boundaries between work and home life, some noted that this strategy can backfire with a sense of falling further behind.

Working extended hours is far less typical amongst non-management staff, although many noted they were happy to put in additional time to meet important needs or deadlines. They noted that extra hours were not always compensated, although there was little complaint about working additional hours without compensation, indicating that it was more often than not personal choice. Many non-management staff spoke to having a good work and home life balance, taking breaks and incorporating walking, fitness or relaxation breaks into their days. Numerous participants indicated their appreciation for the ability to balance work and home life using flexible work arrangements, and emphasized how essential these arrangements are to cope with the busy demands of family with two working parents and caregiving for family members. The degree of stress and burnout among non-management staff does vary between sections and programs due to factors such as supervisor's support funding levels, the political sensitivity of files, staffing levels, and variability in an individual's ability to self-manage stress and workload.

Several among the management team articulated that they feel a responsibility to shield their staff from excessive and urgent demands and bureaucracy to enable them to focus on their program work, so perhaps this accounts for the very different feedback on workload stress among management and non-management staff. The PSES Question 4 asked whether respondents have support to balance work and personal life and positive responses ranged from 74% to 84%, (PS 76; DFO Pacific 76%) but this does not necessarily convey the success of balancing work-life or the differences reported between management and non-management staff in balancing work and home life.

Interestingly, while many management staff raised the issue of excessive workload and work pressures, many non-management staff raised concerns for their management counterparts, especially Division managers. Concerns ranged from worry about managers' well-being, to their inability to have time to discuss concerns or seek direction, with comments such as, "I don't want to add any more pressure to them," and "it's very difficult to book time" or "it hard to get enough time to really discuss an issue." Some also indicated that they were not inclined to seek management positions because they observe the level of stress managers are under and the cost to work-life balance that management positions require.

Speaking to research scientists that that have been, are currently, or consider becoming Section Heads, there is a common feeling that, with the increases in bureaucratic and administrative burden in the Section Head and Division Manager roles, it is not possible to maintain a productive research program, produce good science and publish. To greater or lesser degrees, ███████████████████████████████████

Participants suggested that managers and supervisors let their staff know that it is ok to take a break, get out of the office, join the social activities and go home on time, especially if this is not occurring, and restricting emails to working hours, unless of critical importance. Many wished that management would push back on requests with unreasonable deadlines and requests that are not priorities or essential. Some participants relayed that their supervisors do a good job regularly reviewing work plans and priorities and adjusting, as necessary, to match staff and resource levels, but this was not the norm and numerous participants indicated that they would like this support (see also *Strategic Planning and Priority Setting* section).

Communication, Engagement & Community

Communication

Responses to the PSES Question 32, *"Essential information flows effectively from senior management to staff,"* suggest that communication is an area for improvement with only 40% of Science respondents (Divisional Range 26% to 59%; PS 48%; DFO Pacific 42%) supporting this statement. Although somewhat more positive, PSES results suggest that communication between supervisors and staff could also be improved, with 74% (Divisional range 69% to 83%) of Science respondents agreeing that their supervisor does a good job of keeping them informed about issues affecting their work.

Communication was a theme spoken to by almost all dialogue participants, with most also suggesting there is room for improvement. Regardless of the issues raised, most were fairly positive about the updates provided at Science all-staff presentations. There was a range of suggestions about how to improve the Science all-staff presentations such as condensing bureaucratic content, keeping technical presentations shorter at a higher level and longer with more detail, and addressing technological challenges. Generally, those at PBS were more positive about all-staff meetings where the Director of Science is present, versus other locations that are connected to virtual presentations and conference phones.

While there was appreciation for the intent of sharing information about important Science changes via all-staff emails from the Director of Science, many participants raised the issues of being overwhelmed by emails, with so many emails coming from all levels (Minister on down) as well as *"In the Loop"* and other newsletter types of email correspondence. Numerous participants indicated that they don't have the time to read all the information emails and just delete them or archive them without opening the emails. Suggestions to reduce emails by engaging personally with each other in person or by phone, dealing with emails during defined periods of the day and sorting/prioritizing emails were suggestions that were brought forward to deal with the "culture of email" and "email overload." It is important to note that this is not just a DFO Science issue, electronic information overload is part of modern culture.

The success, or lack thereof, of communication through Division meetings, Section meetings, and program meetings is highly variable, according to dialogue participants. Some Sections meet on a regular basis to share information and plan, while others meet rarely or not at all. Participants in Sections that rarely hold meetings of all their staff commented on feeling like they are "in the dark." At the program level, participants more frequently indicated that they have meetings much more often, with short weekly "check in's" being highly valuable. A suggestion that came forward from a number of participants to allow for more two-way

communication, rather than just "here's what coming down" type of information at staff meetings. Staff want to be able to ask questions and to engage in more discussion and planning.

Science Branch has undergone significant organizational and program changes since 2016, and several management and non-management participants spoke about these changes. Those that raised concerns about "change management" felt that in certain cases it was handled poorly, with communication to staff that were significantly impacted by the changes lacking or that managers did not demonstrate appropriate empathy about the impacts some staff were or are experiencing. Some also felt that more consultation with staff would have resulted in better decisions or at least a sense that staff input had been considered.

Engagement

There were mixed opinions about how well high-level Science information is shared and decisions are made, with comments like "too top-down," "a lack of transparency" and "all telling and not enough listening."   Many participants emphasized a desire to be included in conversations, planning, and decisions related to their work. Responses to the PSES Question 11. *"I have opportunities to provide input into decisions that affect my work,"* indicate variable success in achieving this objective with Divisional responses ranging from 63% to 88% (PS 65; DFO Pacific 71%). Specific examples of new programs being established with staffing and resources determined without consulting working-level experts were provided to illustrate this point.

At the program level, there were examples provided of supervisors and managers that do an excellent job of bringing their teams together to share branch and division information and develop program plans collaboratively on a regular basis, but there were an equal number of participants that felt that decisions are made by management, without considering the expertise of, and impacts on, the staff that have to do the work. Several individuals did acknowledge that 'management' must sometimes make decisions without broad engagement or input, but stressed that what is often not well communicated is the "why;" the rationale behind decisions.

Community & Connection

Belonging to a scientific community and building relationships and collaborations with colleagues was identified as very important to many participants, with a desire and suggestions for improvements shared during dialogue sessions. Those newer to Science shared that it was difficult to figure who belonged in the various Sections and what they were working on, and made several suggestions such as creating a central web directory of people and programs and creating topic-driven working groups. Several participants very much supported the introductions of new staff at all-staff teleconferences but commented it would be nice to get to know existing members of the various project and Sections, as well.

Participants were very appreciative of and strongly endorsed continuing with the IOS seminar series in fulfilling this objective, with a several PBS participants speaking to re-establishing the series on a regular basis. A number of longer-term staff discussed the Science symposia held in the past (last one in 2010) and felt that these were a great way to build connections and share program information.

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Improving Senior Managements' connection with staff and the Science community was raised in several different ways. ███ Both Managers and staff working spoke about the challenges in working in locations other than PBS or IOS or having staff not in the same location as their staff or manager. However, this disconnect does not occur in all cases, with some participants describing approaches for ensuring that staff and supervisor/managers maintain a connection. In discussions about social activities, more involvement by Senior Management was also suggested.

Funding and Resources

Having the funding and other resources to conduct program activities, how Science solicits and receives funding, and the impact on work satisfaction, frustration and stress was a topic of considerable discussion among many study participants. Budget uncertainty, late budgets despite being held accountable at year-end for precise budget management, and funding with restrictions or "money with fences," were some of the common themes raised by participants. However, many participants also raised concerns about the influx of new funding for targeted programs and the multiple ways in which Science solicits and receives funding (non-Abase) as key challenges to workplace wellness, as presented in the following sub-sections.

PSES Question 31 asked respondents whether "senior management in their department or agency makes effective and timely decisions." Only 30% percent of Pacific Science respondents strongly or somewhat agree with this statement, with a Divisional range as low as 13% and as high as 47% (PS 48%, DFO Pacific 44%). Dialogue discussions would suggest that a significant contributor to these low agreement percentages is the lateness of funding and resource allocations, as well as travel, particularly for conferences and international meetings.

Core Funding & New Programs

One of the most consistent frustrations causing stress and demoralization raised is the erosion of 'core' A-Base funding. This combined with the new influx of money for new GOC priority programs has created what many referred to as the 'haves' and the 'have nots', with some groups struggling to keep their programs going, while others are having challenges meeting the expectations of hiring new employees and spending to meet the program deliverables. Those in the 'have not' groups expressed that they felt that they and their work is not valued, leading to a decrease in morale. Participants in these programs spoke to having a 'culture of poverty,' that they have been struggling for years with decreasing budgets and are at breaking points. Another concern raised about the new funding and new programs, is the drain from staff leaving core programs to work in new programs and the restrictions on backfilling core positions due to staffing budget deficits. Numerous individuals expressed the need for decisions to be made on what can and won't be done (See Strategic Planning and Priority Setting), as it is not possible to deliver what was expected in the past, at the same time, some are reluctant to cease what they believe to be essential core science.

The scarcity of resources for core programs such as stock assessment, long term oceanographic monitoring, and core research that supports our understanding of aquatic resources and the ecosystem, also raised considerable concern and stress amongst participants about the risks to delivering quality Science in the future. Numerous individuals pointed to the importance of core monitoring and data collection programs to fulfill the deliverables of new programs that focus on the impacts of human activities and climate change, and the requirements to develop advice on mitigation measures. There is a sense from the dialogue sessions that

s.19(1) individuals in these programs have been ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓spending considerable time and energy to seek alternate funding sources to ensure these programs can continue to operate▓▓▓▓▓▓▓
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On a more positive note, a limited number of participants spoke to the value of collaborations established between new programs that provide support and resources and core programs for mutual benefits to both programs. At the same time, frustrations and a lack of respect, were raised where new programs did not involve or bring core programs to the table in their planning and then made demands for data and information that had not been incorporated into work planning.   Some members ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓
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Numerous management and non-management participants observed that the capacity of the administrative and management teams has not kept pace with the amount of new money, staffing, and programs with the expansion of new programs contributing to workload stress and burnout.

B-Base & Collaborative Funding

Science is somewhat unique in DFO when it comes to funding the programs that are conducted. Funding (and other resources) to conduct science comes from a variety of sources including, A-Base, Directed A-Base (PST) Directed B-Base (e.g. SARA), competitive B-Base (e.g. SPERA and ACASP), collaborative agreements, external contributions, etc. While there was an appreciation that these types of funding promote opportunities for scientific innovation, and importantly provide opportunities to retain staff that may not have core funding, numerous participants raised concerns and frustrations about these funding models.

Specific concerns include the time and effort required to develop proposals often under very short deadlines, the timing of the call for proposals being before work planning, the lack of coordination for proposals between funding sources, little feedback on the status of their proposals, and decisions so late in the year that it is difficult to get a project underway and spend the funding allocation, or incorporate into employee work objectives. Several participants were also very frustrated and disappointed that, after the time and effort of submitting proposals, for which a sum of funding had been identified, the actual funding (if any) that was distributed changed considerably. Had they known there would be so little funding, they would not have gone to the effort to submit a proposal.

Concerning collaborative funding, the main concerns identified were the amount of paperwork involved both at the proposal stage and the administration of funds. However, an additional concern raised is the current GOC focus on creating funding for external groups to do science in collaboration with science staff, leaving some researchers feeling that GOC science is less valued. This combined with the reductions in funding for core programs, leaves them feeling less valued and unsupported.

Similar to the impact of existing staff moving to new programs, leaving unfilled positions in existing programs, it was also noted that B-Base funding and collaborative funding can draw staff away from existing programs, with the expectation that the program will continue to deliver what has been done under a full complement of staff. Some participants suggested that this has led to low morale, increased sick time and a feeling of unhappiness amongst remaining staff.

Administration

Administration Team

While many participants expressed stress and frustration with various administrative and bureaucratic demands of working in a government setting and the added challenges related to how Science funding is acquired (see B-Base and Collaborative Funding), many offered praise, appreciation, and gratitude for the administrative teams across all Divisions. Many relayed how helpful administrative staff are in providing guidance about various administrative systems and tasks, and help when problems occur.

Concerns were raised among non-administrative staff about the increased workload for the administration teams related to new programs, which have increased the numbers of staff to support and created more budgets and staffing actions to manage. Several non-administrative participants felt that a review of the administrative model may be of value to ensure that administrative staff are appropriately supported and to look for more efficient and effective procedures and synergies among groups.

There were not enough administrative staff participating in the study to hear directly how the increases in Science programs and staff were impacting the administrative staff or whether administrative staff generally

s.19(1) feel appreciated and respectfully treated. However, ████████████████████ ████████████administrative requirements or problems on administrative staff were brought forward suggesting that further inquiry about workplace wellness among administrative staff may be warranted

Bureaucratic Requirements and Systems

Numerous participants, at all levels, expressed frustration and stress about the short deadlines often given for administrative and bureaucratic tasks, and the duplicative nature of these requirements. This was no more so relayed than with approvals for travel, noting that sometimes three or more approvals are required, i.e. Individual Travel Authority (ITP), HRG Travel Request, HRG Travel Claim Approval and in some cases conference travel approval, the latter being another source of frustration altogether. Some pointed to the fact that, based on email chains, it is evident that the number of individuals that need to handle a request down the chain takes so much time that some requests become urgent because of the delays along the way. Participants also express that excessive, time consuming and redundant bureaucratic and financial controls create a sense of not being trusted to manage government resources appropriately, even with delegated authority.

The HRG travel system was also one of the more frequently cited frustrations or stressors when it comes to bureaucracy. Many commented on how poorly it is set up and the difficulty in navigating the system. Those who do not use HRG regularly commented on wasting many hours each time they needed to submit a travel approval or claim, because of the need to relearn the system. Some even related to not bothering to submit a claim because of the frustration and time required. Numerous individuals suggested that, from a cost (salary) and time perspective, it would be better to have individuals in the administrative group perform this function for staff, given their expertise in the system. At the same time, numerous individuals expressed their appreciation for the support the administrative staff have provided in helping them learn the travel system, developing instruction guides and helping to fix problems when they arise.

Other administrative and bureaucratic challenges raised by study participants include the process, timelines, and paperwork involved in establishing collaborative agreements, B-Base funding proposals (see also section on B-Base and Collaborative Funding).

While not the focus of this assessment, a number of participants spoke to the issues created with the implementation of the Phoenix Pay system, with erosion of trust, the time spent trying to resolve problems and the concerns for staff not being paid and the implications for their life being most frequently raised.

Performance Management, Staffing & Career Development

The following outlines some of the issues and successes raised about staffing, training and mentoring across Science, the notable exception being the Canadian Hydrographic Service (CHS), which has a more formalized program of recruitment, training, mentoring and progression, as articulated by the management participants of CHS. However, there were too few CHS non-management staff to validate whether staff feel that staffing and career development is well managed and supported.

Performance Management

While the GOC Performance Management system and process was not a general topic of discussion raised by dialogue participants, concerns were brought forward about the process. Inequitable rating between supervisors, the fact that Action Plans become a permeant record potentially limiting career progression whether or not any deficiencies are resolved and an indifference by some supervisors to fully engage in a constructive dialogue or thoughtful setting of work objectives were the main concerns. Question 15 of the PSES as respondents whether unsatisfactory work performance was dealt with effectively with only 31% (Divisional range 23% to 43%; PS 41%; DFO Pacific 38%) agreeing or strongly agreeing.

Staffing Workload & Process

Many managers, supervisors and non-supervisory staff spoke to challenges that have resulted from a large number of new science positions that have been filled in the last three years. For managers and supervisors, the main challenge has been about workload and the length of time that it takes to conduct a staffing process, and some indicated that they find the staffing process burdensome. Some Section Heads commented that the sheer volume of staffing actions necessary for their programs has left little time for other aspects of their position. There were few complaints about the staffing procedures themselves.

Even programs that are not new or have not received new funding have been impacted by new funding through a loss of staff who have moved to new programs. Restrictions on backfilling A-Based funded positions has meant that these programs are struggling from both increased workload of staffing and morale issues for remaining staff and supervisors. While new funding has created opportunities for existing staff to advance or expand their science skills and interests, some felt that opportunities were not fairly or transparently offered.

s.19(1) For others ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ , there is a feeling of not being valued because they now must work alongside, or even train and mentor recruits at their same level, leading to questions of whether they are appropriately classified. This was not a pervasive complaint as many are happy to support recruits, but where morale is low in a workgroup due to other pressures, this can seem like one more unappreciated responsibility.

Terms

s.19(1) While all dialogue participants were indeterminate employees, ▬▬▬▬▬▬▬▬▬▬▬▬

Succession Planning

Many managers, supervisors and non-supervisory participants commented about a lack of succession planning. With so many vacancies from both existing staff moving to new positions and retirements, numerous participants suggested that a more focused effort to train and provide opportunities for potential candidates to get experience before positions are vacated, and to provide mentoring for staff new to positions is required. This is particularly important for new managers, as is often the case that new managers are moving from technical positions to management positions that require different skill sets and knowledge.

Onboarding New Employees

Several new employees and some supervisors suggested that onboarding for new employees needs improvement. It would seem that the quality of the experience of onboarding is highly variable between groups and supervisors, and DFO official materials (e.g. online videos, policies, etc.) are not adequate or difficult to find and navigate. Those that felt that their onboarding experience was lacking, related concerns such as not being introduced to people in other groups, not informed about what others do, not being given enough direction or clear expectations, and not being guided or oriented about administrative procedures, such as travel rules/claims, procurement, etc.

At the same time, when queried, some managers/supervisors did articulate a well thought through and thoughtful approaches to orienting new employees, including a meeting with the Division Manager and Section Head, introductions to all the staff in the unit, their Union representatives, a clear articulation of and/or written program objectives and how their work contributes to the overall program, training, mentoring or shadowing of other employees to familiarize with the work standards, environment, culture, safety procedures, expectations of hours worked, breaks, overtime, flexibility in working arrangements, health, and safety, etc. Personal interaction with new employees was stressed as important as opposed to just letting them "figure it out" or watching a video. Developing a "PBS" onboarding handbook was suggested, which could be extended a suggestion for the development of onboarding handbooks for each facility. Management indicated that several measures that have been implemented to address these concerns have now been implemented, including a handbook and 'placemat" with all pertinent information on developed by the Young Professionals Network for all new employees.

New staff (and existing staff) indicated that they would like to have a broader understanding of what other groups and individuals are working on. This is covered in more detail under the Communication *and Engagement* section of this report.

Training & Career Progression

During the dialogue sessions, most participants were asked whether they felt supported in their career and had access to the training to do their job. The PSES Question 2 *'My job is a good fit for my interest,'* and Question 3' *My job is a good fit for my skills',* indicate 83% and 90% respectively of Pacific Science staff strongly agree or somewhat agree with these statements. This was similarly reflected in the individual dialogue sessions, often regardless of whether participants had other and even serious concerns about other workplace wellness factors.

When asked in the PSES whether respondents receive the training to do their jobs (Question 1), there was greater variation between Divisions (63%-95%; PS 70%, DFO Pacific 74%) in positive responses. Overall, participants in this study that spoke to training were very positive about their access to and support for health and safety training, to a lesser degree the technical training to do their jobs. Having too much to deliver, not enough time and lack of funding were reasons cited for not having access or support for technical and career progression training.

The group with the most variability in their feedback about training was the management team. All supervisors were queried about whether they had taken management-oriented training and specifically training related to conflict resolution, harassment, violence or grievance matters. Almost all management participants had completed their mandatory training related to delegated authorities and understood that these are necessary core courses, but some did relate that aspects of the mandatory training, particularly around labour relations, were very light in content. Some within the management group

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felt that these types of training are very valuable in their role as a manager or supervisor. However, participation in these types of courses is elective and based on the interest of individual managers. Several managers suggested that a list of courses to support managers be developed. (See also Section on *Respect, Interpersonal Conflicts, Harassment, Violence & Discrimination in the Workplace* for further discussion on training needs for managers and supervisors).

Generally, except for Research Scientists, career progression was not a focal point of most dialogue sessions. PSES Question 38 asked respondents whether they believe they have had opportunities for promotion within their department, given their education, skills, and experience with only 48% of Pacific Science respondents

(Divisional range 21% to 58%; PS 48%; DFO Pacific 52%) of respondents strongly or somewhat agreed. This compares to 48% for Public Service respondents and 52% of DFO Pacific respondents.

Non-Research Scientist dialogue participants that did speak to career progression, were for the most part satisfied. However, the PSES may indicate contrary experiences of Pacific Science staff, as when asked, *"My department or agency does a good job of supporting employee career development,"* (Q37), positive agreement was quite low, with only 54% of Science respondents (Divisional range 26%-68%; PS 53%; DFO Pacific 56%) strongly or somewhat agreeing to this statement. As a side note, these PSES results by Branch and Division combine all classifications, and further investigation by classification may provide more insight into the disparity between dialogue participants and PSES respondents.

While many Research Scientists spoke very positively about the opportunity to conduct research in their area of interest, career progression discussions revealed frustrations and dissatisfaction for most participants in this study, with comments like "unfair" and "off the rails". With the obvious requirement for career progression being conducting research and publishing (with publishing being a focus), challenges in securing funding and other resources to conduct research, and having the time to focus on research were cited as impediments to career progression. As noted in the *Workload and Work Pressure* section, the challenge of focused research time is exacerbated for those Research Scientist that occupy Section Head positions or are called upon more frequently to provide advice on client needs (fisheries and ecosystem managers). Some spoke to the challenge in meeting career progression criteria within their particular area of research (not innovative enough or having international importance), while others expressed feeling conflicted between doing what they believe is important for the management of our aquatic resources and meeting client needs, versus what is necessary to advance their careers. Balancing work, personal and family life were also considerations, and perhaps a constraint for some, in choosing whether to pursue advancement.

Recognition

As noted in the *Factors Contributing to Workplace Wellness* section of this report, participants spoke about the importance of feeling valued and receiving genuine appreciation and recognition for work well done. According to the PSES, a 91% of Science respondents (PS 85%, DFO Pacific 86%) are proud of the work they do (Question 10 yet only 70% (Divisional range 56% to 70%; PS 66%, DFO Pacific 69%) strongly agree or somewhat agree that they feel valued at work, with responses as low at 56 (Question 9, Appendix B). While many factors are contributing to a sense of not being valued, as expressed by participants in dialogue sessions, recognition and appreciation is a key factor. PSES Question 6, *'I receive meaningful recognition for work well done,'* suggests that this is an area warrants improvement with positive responses across Science of only 60% (Divisional range 55% to 74%; PS 60%; DFO Pacific 61%).

While, numerous participants indicated that their supervisors do a good job of recognizing their and their coworkers' contributions, many also spoke to the lack of recognition and appreciation. Several individuals stressed that, while there is value in formal expressions of recognition like Distinction and Immediate awards, a personal and genuine "nice work" or "thank you" was all that was necessary to have a feeling of being appreciated. Being recognized for both significant achievements, as well as day-to-day contributions, was equally important and some stressed that appreciation and recognition should be done throughout the year, not just during their, annual performance review or through an award.

The value of *Immediate Awards,* as a tool to recognize employees, was discussed by some managers as a good way of offering recognition and appreciation, however, it was felt that the *'immediacy'* of the *Immediate Awards* was impeded by the process of getting approvals, sometimes taking months. The question that was raised was "Why there are multiple layers of approvals if a manager has both the budget and the delegated authority to make such an expenditure?" Some participants commented on the value of awards like Prix

d'Excellence, Merit and Distinction and do feel that these more formal awards are important to recognize the significant achievement of individuals and teams, but it was highlighted that the timelines for submission of candidates are often very short, not giving managers time for adequate consideration.

Several participants commented positively on the value of recognizing individuals and teams by showcasing their program work or having managers highlight successes during all staff meetings and at Section and Program meetings. Some managers start their Section meetings with a round table to allow staff to share their successes directly, which was appreciated by participants where this occurs. Many commented on the displays of the seamount work in the foyer of PBS as a good example, and also noted that these displays build a sense of community and awareness across the organization (see also *Communication, Engagement & Community* section).

Connecting the DFO community and the broader local communities to the work of DFO Science contributes to a feeling of being valued, and offers the satisfaction of giving back to local communities. In this regard, the length of time since the open houses held at PBS was raised with the suggestion that it is time for another one. This was not an item of discussion among IOS participants. In the same vein, it was noted that the last DFO Science (staff) Symposium was held in 2010, and several participants advocated to reinstate these fora. (see also *Communications* section)

Overall, comments from managers and non-management participants affirmed that fostering a culture of appreciation and recognition is important and could be improved.

Strategic Planning & Priority Setting

In various ways, many participants suggested that more emphasis be placed on strategic planning and establishing research priorities. For many this request was related to having unachievable program delivery expectations, unfilled positions and diminishing A-base funding, which is contributing to staff burnout. For others, it was more about a desire to understand where their particular work fits in the overall Science objectives, or even what are Science's objectives to aid in understanding how decisions around funding are made. PSES Question 33 asked respondents whether they feel their department does a good job of communicating its vision, mission and goals, with only 60% of Pacific Science respondents agreeing or strongly agreeing with this statement (PS 67%; DFO Pacific 60%), however, there was a considerable range between Divisions (51% to 77%).

Numerous participants also commented that they would like to see better integration of, and more collaboration between programs. Suggestions for establishing more formal and informal working groups and creating communication products so that individual connections could be better facilitated, was particularly important to newer staff participating in the dialogue sessions (during this study the Pacific *Field Notes*[iii] were released and provide some measure of addressing this concern). Several participants shared that they felt that the objective of creating an Ecosystem Science Division to provide more integration has not been fully realized. There were, however, several participants that spoke positively about integrative and collaborative approaches occurring within their section, and of the initiatives undertaken by specific individuals. Creation of theme-based working groups was suggested by several participants.

Social, Fitness & Wellness Activities/Programs

If participants had not already spoken about their views on workplace social, wellness and fitness activities, they were asked directly. Almost all participants related the value of workplace social, wellness and fitness activities, regardless of whether they were active participants themselves. It is clear from the feedback received that there is no 'one size fits all' approach, given the range in demographics, personal needs, interests, and family and life circumstances of staff in Science. For some, having social connections and opportunities to

engage in physical and mental health activities is very important, for others not. The following summarizes the feedback on activities and programs of this nature.

Social Activities

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A number of official social activities were positively highlighted such as the charitable campaign events, holiday celebrations, barbeques, and participants spoke highly of those that volunteer their time and energy to make such events happen, particularly staff associations, administrative teams, wellness committees and the union. Those that participated in this study, ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ would love to see more staff participate in the events and help with organizing the events. Typically, it is relatively few and the same individuals who organize these events. Numerous study participants also commented that they would like to see the Management Team more engaged in these activities, both to demonstrate their support for these activities and to build better relationships between management and staff.

Participants also spoke to the value of less formal social engagement activities and the important role in building a feeling of team cohesiveness and camaraderie in their workgroups, like planning coffee, lunches, meetups for drinks after work and potluck dinners, although there are groups that don't or very infrequently have interactions of this type. (see also the section on *Team Wellness*). Numerous participants observed that there appear to be fewer people taking breaks and interacting in the cafeteria's at PBS and IOS, and wondered how this might be improved. From the limited feedback at Pacific Science Enterprise Centre and Cultus Laboratories, it appears that the lunchroom is quite active. Several participants also raised the possibility of establishing social clubs geared around specific interests or hobbies.

Fitness & Leisure Activities

As noted in the *Workload and Work Pressures* section, many participants spoke to healthy practices, such as walking or biking to work, and walking or running at lunch either individually or in groups. Appreciation was expressed that there was space at IOS where staff could set up gym equipment and at PBS that a private gym is available close by. To address the higher cost of access to gym facilities at PBS, a suggestion was brought forward to explore negotiating a reduced group monthly rate for DFO employees at the Nanaimo fitness centre.

Other activities that provide both social and physical benefits that were highlighted by participants were volleyball and bocce ball groups at IOS, a community garden at the Pacific Science Enterprise Centre, and yoga that was held in the past at PBS. Suggestions for that came forward during the dialogues included providing space for a ping pong table, horseshoe pits, and lunchtime yoga and meditation.

Facilities & Amenities

Participants from all study locations expressed the value of, and gratitude for, being able to walk or sit in nature, or by the sea or lake, during the workday for mental and physical breaks. Outdoor eating areas and benches were highlighted as important to personal wellness, although several suggested that the courtyard at PBS could be made more accessible with the installation of a card reader.

Although time and work pressures may be a bigger hindrance for collogues to connect or meet in a less formal environment, having places to gather was identified as very important to creating a sense of connection and community among staff, and many brought forward as an area for improvement. For some, the breezeway at PBS and the couches in the PBS Annex are good spaces for connecting in this way, for others it feels too open and in a traffic zone, but a redesign of this area or another suitable area was suggested. Places for staff to connect was lesser a point of discussion with participants at IOS, but could perhaps be further queried. Other

facility improvements that were suggested for PBS included providing more change and shower facilities, as this was noted as a limiting factor to staff cycling to work or running/exercising at lunchtime. Also suggested by participants is the need for dedicated kitchen spaces for staff to wash their dishes at PBS, but this was not raised for the other DFO Science locations.

The new measures to restrict access at IOS were a significant issue raised by many of the IOS participants, with some questioning the need and others feeling that the implementation was poorly communicated and handled. There were also numerous negative comments about the loss of connection to the community with the public access restrictions to the cafeteria facilities.

The services provided by Real Property and Security Services (RPSS), was the subject of considerable discussion among IOS dialogue participants, with the primary issues related to changes in security and access and workspace changes. Most IOS participants were upset with the new measures to restrict access to the site (new fencing) and internally restricted zones, although a few did acknowledge the importance of protecting very expensive equipment and other government assets. Comments also included disappointment about the restricting community access to the cafeteria (see also comments in *Community* section). More overarching concerns are the way in which facility changes are implemented, with poor communication and a lack of respect for staff schedules and work needs.

Wellness Programs

Discussions about wellness programs and initiatives extended beyond the original objective of soliciting feedback on the Working on Wellness (WOW) program. Therefore, what is provided here goes beyond the WOW initiative, but is also not a comprehensive evaluation of all initiatives that have occurred, rather it is focused on what participants felt important to raise.

Many participants spoke very highly of the content and delivery of seminars about harassment, mental health, stress management, respect and dealing with conflict conducted through the Joint Learning Program (JLP), the Office of Conflict Resolution[iv], and the Canada School of Public Service. Some study participants have not engaged in or were supportive of, these programs, citing that they are not interested, or that there are just too many of these seminars that take too much time away from doing science.

With regard to the official WOW program, those participants that attended the initial seminars were very negative about the material and the delivery. Participants shared that they felt there were factual errors in the content and some statements about mental health could have been harmfully interpreted by those attending.

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Working At-Sea

Working in the field (at-sea or in filed camps) creates both opportunities and challenges to workplace wellness. Various viewpoints and considerations were shared by those that chose to speak about working at-sea. Many felt that the opportunity to spend time in the field with team members and collogues from other groups was highly beneficial in creating strong team and inter-sectional bonds and positive morale.

The importance of ensuring that all those working in the field are safe was stressed as essential. Several participants also spoke about the need to have roles and responsibilities clearly understood and agreed to before leaving. Examples of relationships becoming challenging when this didn't occur were shared.

While respondents who spoke to working in the field found their work rewarding, they also spoke to some of the stressors of working at-sea or in field locations including, working in tight quarters, working extended or disjointed hours, worry about the added burden left to partners or other family to manage home affairs,

missing family time and events, as well as securing care for pets. Having the ability to connect to home was noted as important in mitigating some of these concerns. The issue of having to catch up with home affairs and rest from working extended periods at-sea or in the field was also raised as a work challenge, with those participants speaking to these issues stressed how important it is to be able to take some compensatory time off after a field or at-sea excursion. Several raised the negative consequences in achieving balance and the rest needed after a trip with the change in policy around overtime that limits or prohibits compensatory time for extra duty (overtime) worked.   An issue of fairness was also raised as not all sections have or implemented the same policies on extra duty compensatory time (See *Respect & Fairness* section).

Recognition that working at-sea creates workplace wellness challenges beyond physical safety has been recognized by DFO, and an initiative is currently underway to develop tools and information to support at-sea workplace wellness based on an Australian model[v] (see endnotes for website links).

Mental Health Awareness & Support

When asked "I would describe my workplace as psychologically healthy," (Question 66), 61% of Pacific Science respondents (Divisional range 55% to 78%; PS 59%; DFO Pacific 60%) strongly or somewhat agreed with this statement, compared to 71% for the Public Service and 76% for all DFO Pacific 76%. Numerous factors were shared that contribute to diminishing the psychological health of the workplace, including excessive workload, lack of support (funding, resources, training, clear objectives), excessive control by a supervisor, a lack of recognition and appreciation, and unfair treatment, as previously discussed in this report. However, two of the most significant influences on psychological wellness shared in the wellness dialogue discussions were bullying, harassment and interpersonal conflicts

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Numerous participants spoke about the value of the Employee Assistance Program[vi] when struggling with mental health challenges, whether or not work was a cause or contributor to the challenge.

The Government of Canada has taken numerous initiatives to raise awareness and support mental health in the workplace as part of the Federal Public Health Mental Health Strategy.[vii] Dialogue participants spoke very positively about DFO's engagement in and delivery of mental health awareness seminars and programs like *"I'm not myself today."* Many felt that creating an environment and culture where mental health, and the psychological impacts of work, can be openly discussed, making it okay to ask for support when needed. Applauded by some IOS participants was the initiative to train Mental Health 1st Aid Respondents so that employees have immediate access to someone with the appropriate training and knowledge to talk to in a time of difficulty. Several PBS participants suggested creating such a program at PBS, which, since the dialogue discussions, has been planned though the Nanaimo Wellness Committee[viii].

Respect, Interpersonal Conflicts, Harassment, Violence & Discrimination in the Workplace

The GOC has committed to providing workplaces for public sector employees where employees have meaningful work in a fair, safe, supportive and ethical environment (see *Policy Framework for People Management*[i]) and these values are clearly articulated in the DFO Values and Ethics Code,[ix] Value #2, *Respect for People (see text box)*. As previously noted, when asked during the dialogue sessions about what workplace wellness means to the participants, having meaningful work in a fair, safe, supportive and ethical environment was common among almost all participants.

The GOC, and in further detail, Fisheries and Oceans Canada, has developed both the *Policy on Harassment Prevention and Resolution*[x] and *Violence Protection in the Workplace*[xi] policy, as well as the Guide to Violence Protection in the Workplace,[xii] along with frameworks, directives, and guidelines to ensure that everyone is treated with respect and workplaces are free from harassment and violence, and to address harassment and violence should they occur in the course of public servants doing their jobs.

> **DFO Values and Ethics Code**
>
> **Value #2 Respect for People**
>
> *Public servants shall respect human dignity and the value of every person by:*
>
> *2.1 Treating every person with respect and fairness.*
>
> *2.2 Valuing diversity and the benefit of combining the unique qualities and strengths inherent in a diverse workforce.*
>
> *2.3 Helping to create and maintain safe and healthy workplaces that are free from harassment and discrimination.*
>
> *2.4 Working together in a spirit of openness, honesty and transparency that encourages engagement, collaboration, and respectful communication.*

Because of the importance of having safe workplaces, all participants in the workplace wellness dialogues were queried about their experiences of respect, interpersonal conflicts, harassment and discrimination, or behaviours that, while may not have reached the level of official harassment, violence or discrimination, they considered inappropriate in the workplace, with an emphasis in the discussion on the impact of such occurrences on their personal wellbeing and how they felt the issue was addressed. Managers and supervisors were also queried as to whether they have had to address interpersonal conflicts, harassment or discrimination complaints of their staff, with the discussion focusing on how they managed the situation, and whether they felt they had adequate support and/or training. During the course of the dialogues, discussions on violence in the workplace was also explored, as it relates to the Canada Labour Code[xiii] (CLC) Section 124 that requires employers to *"ensure that the health and safety at work of every person employed by the employer is protected*, including psychological safety of employees, and the requirement for employers to *"take the prescribed steps to prevent and protect against violence in the workplace"* (CLC125 z.16).

The PSES included numerous questions related to respondent's experiences of respect, harassment, and discrimination workplaces. PSES Question 17 of the PSES asked respondents were satisfied with how interpersonal conflicts were resolved in their work units, with only 56% of respondents agreeing or strongly agreeing (Divisional range 44% to 69%; PS 59%; Pacific Science %58%). Overall results for harassment and discrimination PSES questions would indicate that there is room for improvement but that, generally, DFO Pacific Science is not dissimilar from DFO Pacific or the Public Service overall.

Fairness, Respect & Discrimination

Question 41 of the PSES asked respondents whether they believe their Department treats individual differences with respect and whether their Department treats them with respect (Questions 42), with 80% and 82%, respectively, of Pacific Science respondents strongly or somewhat agreeing with these statements and general conformity among Divisions. PSES respondents were also asked whether people in their work unit

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behave in a respectful manner (Question 20), with 80% of Pacific Science respondents strongly or somewhat agreeing.

Dialogue participants generally agree that respectful behaviour is good in their workgroup, and many spoke about positive relationships with colleges and within their workgroup that contribute to their overall sense of wellness. Respect for individual differences, mutual support, kindness, social connection, and common goals were identified as factors contributing to their positive experiences. However, this was not the case for all participants, with some identifying a lack of respect from individuals in their particular workgroup (see also *Harassment and Violence* section).

Speaking to respect more broadly, numerous dialogue participants related experiences of not feeling respected in work settings outside their group, by management or at an organizational level. Their reasons were varied and included: not being included to provide input in decisions related to their program or work situation, being excluded from requests for expertise on issues related to their area of research or program delivery, having their work or ideas not acknowledge or presented by another as their own, being shut down in meetings, a lack of understanding or sensitivity about personal impacts of organizational change or limited funding, and being micromanaged by their manager. Excessive bureaucratic controls by Regional or National management was also raised as an issue of disrespect, with sentiments such as, "It's like management is communicating that we can't be trusted." Several also felt that a lack of resources to conduct their programs devalued their contribution or potential to contribute and was felt as disrespectful.

Fairness was not an extensive discussion among dialogue participants but did come up in the context of hiring, assignments, flexible work arrangements and overtime. Concerning hiring, several participants did feel that they or their colleagues were not fairly treated in the staffing of new positions or access to assignment opportunities. A lack of transparency in the process and ill regard for length of service were two complaints contributing to this expression of unfairness. While numerous participants spoke so appreciatively of the opportunity to have a flexible work arrangement, fair access and a lack of clear policy was raised as an issue.

Fairness was also raised in the context of overtime rules and some participants shared that new rules eliminating or reducing access to compensatory time and having to take payouts for overtime is not being applied fairly to all groups and programs. It was noted that individual managers applied different rules and that there were different rules between A-Base and B-Base programs. Harkening back to discussions on communication, some felt that the reasons for these changes were either not or poorly communicated, adding to the frustration and anger about the changes. A secondary theme concerning changes to overtime rules raised was that reductions in the use of compensatory time made some programs unviable, as there was not enough money in budgets to payout staff for overtime accumulated at-sea for field programs, thereby having an unfair impact on some programs and not others.

The PSES also explored the issue of discrimination, asking respondents whether they had been the victim of discrimination in the past 12 months (Question 55). Seven, or 3% (PS 8%' DFO Pacific 6%), of respondents, answered "yes." PSES Question 56 asked those experiencing discrimination, from whom they experienced discrimination. There were too few Pacific Science respondents in any one category to have results reported. Discrimination was raised by a few dialogue session participants, however, it was not a question intentionally probed during the sessions. Of those that spoke about discrimination, ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓

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As stated in the GOC Directive to the Harassment Complaint Process:[xiv] The prevention and resolution of harassment in the workplace is an essential component in the effective people management of an organization. The goal of the Treasury Board as the employer is to maintain a productive, healthy and respectful workplace where positive working relationships and practices are promoted and where everyone is guided by the values of the public sector, which includes treating each other with respect and fairness.

The 2018 PSES included multiple questions about harassment (Appendix C), but not directly about violence in the workplace (see Canadian Occupational Health and Safety Code[xv] for further information on violence in the workplace).

> *GOC Definition of Harassment:* Improper conduct by an individual, that is directed at and offensive to another individual in the workplace, including at any event or any location related to work, and that the individual knew or ought reasonably to have known would cause offense or harm. It comprises objectionable act(s), comment(s) or display(s) that demean, belittle, or cause personal humiliation or embarrassment, and any act of intimidation or threat. It also includes harassment within the meaning of the Canadian Human Rights Act (i.e. based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, and pardoned conviction). Harassment is normally a series of incidents but can be one severe incident which has a lasting impact on the individual.

> *Definition of Violence in the Workplace:* Any action, conduct, threat or gesture of a person towards an employee in their workplace that can reasonably be expected to cause harm, injury or illness to that employee.

PSES respondents were asked whether they were familiar with the official definition of harassment (see text box) and, if not provided a copy to read, then asked whether they had been a victim of harassment in the past 12 months. Eight percent of Pacific Science respondents (PS 15%; DFO-Pacific 13%), from two Science Divisions, answering "yes." Those respondents that answered "yes" were then asked further questions as to the type of harassment, whom they experienced harassment from, whether they reported the harassment and, if not, why.

Of those reporting harassments, 46% (PS 51%; DFO Pacific 49%) indicated coworkers, and 74% (PS 85%; DFO Pacific 87%) those with authority over them as the source (Question 49). Types of harassment (Question 50) included aggressive behaviour, excessive control, being excluded or ignored, unfair treatment, offensive remarks, yelling/shouting, interference with work/withholding resources and personal attack. There were no reports of threats or physical violence in the 2018 PSES.

PSES Question 51 asked those that experienced harassment what actions they took, with 74% responding that they spoke to their supervisor; a rate much higher than the Public Service response of 51%, or the DFO Pacific response of 64%. Other actions taken included discussing the concern with the individual (49%), contacting Human Resources (25%), contacting a union representative (31%), using informal conflict resolution (25%), and resolving the matter on their own (26%), all higher percentages than the Public Service and the DFO Pacific responses. Compared to the PS and DFO Pacific (27% and 30% respectively), only 14% of Science PSES respondents indicated that they took no action (Question 51), with 60% of those taking no action indicating fear of reprisal as the reason.

While the rate of harassment reported by Pacific Science PSES respondents was lower than the Public Service and the DFO Pacific response,

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provide comment on harassment or workplace toxicity.

While a few participants shared

several participants said that they have not reported the concern for fearing reprisal or the belief that their supervisor or management would not do anything about their concern. Others said they haven't made a report because they didn't want to create uncomfortable dynamics in the group, are personally uncomfortable in dealing with conflict and/or fear reprisal. Some shared having difficulty navigating the myriad of policies, directives, guidelines and laws, and knowing whom to talk to or what to do. Most managers, but not all, indicated that they have an "open-door policy" and have communicated to their staff that they can bring any concerns, including issues of interpersonal conflict and harassment to them. Not all non-management participants feel that their Section Head or Division Manager have an "open-door policy," or they feel their manager or supervisor have no time or are too busy. Several expressed believing that Management wants to dismiss, invalidate or bury these issues.

Union representatives that participated in the dialogues shared similar experiences of having individuals sharing concerns of harassment or other grievances with them, but not reporting it to their supervisor or manager due to a fear of reprisal or a lack of trust in management to address the issue appropriately.

A number of participants commented that they found the DFO Office of Conflict Resolution[xvi] services very helpful in providing coaching on how to speak with an individual behaving offensively or facilitating an informal dialogue and/or formal mediation between the parties, although these actions did not always lead to a successful outcome. Some participants

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Those managers or supervisors with success stories to share typically have had additional training in conflict resolution, leading teams or other training in interpersonal relations. Generally, those with the most comfort and success in managing interpersonal conflict

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These individuals relayed best practices such as, communicating personally with each staff member the expectations for a harassment and discrimination-free workplace, early intervention when interpersonal

conflicts or inappropriate behaviours occur, taking a step back to gain perspective and identify the root of problems, following up after interventions, and developing team charters. Several managers also related that having roles and responsibilities clearly laid out for their workgroup or a team prevented or resolved some interpersonal conflicts. Unfortunately, some managers/supervisors are not comfortable in dealing with interpersonal conflicts or inappropriate behaviours in the workplace, reportedly for several reasons including;

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lack of understanding in what is required, lack of training, personal discomfort and/or feeling unsupported. Some supervisors and managers relayed that they did not bring issues to their Section Head/Division Managers, feeling that they were too busy to assist, or that they would be judged for having issues within their workgroup.

Complaint Process

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Navigating an informal or formal complaint process for harassment or violence in the workplace (as well as grievances), was discussed by several participants   managers and Union representatives, all expressing dissatisfaction with the process and with those responsible for managing the process.

The issue of determining whether interactions between supervisors and employees constitute harassment or is appropriate performance management was acknowledged as a very challenging situation by both Union and Management participants. Discussed was the fact that it is often how managers engage with employee on a performance issues, as well as contributing factors such as, workload, stress, respect and interpersonal relationship with others, that can influence whether an employee feels they are being harassed. A key consideration in this situation is the power imbalance between the employee and the supervisor, where an employee may not raise a concern initially for fear of reprisal, but ultimately reach a point where the relationship with the supervisor is so compromised that a successful outcome is unlikely without independent and impartial intervention. Supervisors who discussed this type of circumstance also shared the difficulty in

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managing this type of interaction

Union & Management Relationship

Discussions about workplace wellness also occurred with PSAC and PIPS[2] Union representatives. All parties spoke about the current and their desired state of Union-Management relations, with concerns expressed about a lack of collaboration and the overall productivity of the relationship. At the same time, all parties were

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[2] Union representatives have consented to be acknowledged as participating parties in the Pacific Science Wellness Assessment study.

emphatic about wanting to improve the Union-Management relationship and work together for the benefit of all employees.

At this time, PIPS representatives have removed themselves from the PBS Union Management Consultation Committee (UMCC), believing that their input has not been taken seriously and a due to a lack of trust in Management's desire and willingness to work collaboratively and address grievances or issues of harassment and violence that are brought forward. While PSAC representatives remain at the Union Management table, they express similar concerns. Both PIPS and PSAC are represented on the IOS UMCC, similar concerns were expressed about the level of engagement and collaboration between Union and Management.

Another issue that was raised by all Union representatives who participated in this study, was the challenge in recruiting and retaining Union Stewarts and the treatment of some existing representatives. They feel they are not respected or valued for the role that they have in working with employees and managers to ensure the fair, ethical, safe and respectful for employees. For some,

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Discussion & Recommendations

Workplace Wellness is a relatively modern concept, having evolved from the early days of establishing worker's rights and safety by early labour unions to the current paradigm where workers desire and expect to be active participants in their work experience and employers, including the Public Service, have committed to this way of engaging employees. According to the American Psychological Association[xvii], five elements should be considered in creating a healthy working environment. These five elements are work-life balance, health and safety, employee growth and development, employee recognition and employee involvement. Though the course of ▮ workplace wellness dialogue session with Pacific Science staff, all five of these elements were discussed in the context of working for Pacific Science, along with the impacts and consequences on work satisfaction, physical and psychological health and safety, and personal and family lives. Participants shared specific examples of their concerns, as well as suggestions to improve their and their colleagues' workplace wellness.

Although many concerns and issues were brought forward, it is important to highlight, as previously stated, that regardless of their level, classification or program, everyone interviewed related a deep personal commitment to conducting and delivering the best science possible, a sense of gratitude for the opportunity to do or facilitate "cool" and "important" science, and great pride in what they do. Overwhelmingly, many also shared that they receive great personal satisfaction from making a difference in contributing to how our natural resources are managed. In fact, for some, it is because of this dedication and commitment to science and being in service to Canadians and our natural resources, that they carry on, despite being challenged by their work and workplace experience. There were also many participants that shared very positive experiences in working with their teams and colleagues, of their supervisors' efforts create safe and respectful work environments, good communication, and constructive dialogue when interpersonal issues arise and facilitate team collaboration and engagement. The examples shared may be considered "best practices" and should be reviewed, compiled and be more broadly practiced.

In reading the issues and concerns of workplace wellness of dialogue participants, it is important not to generalize across all staff and all workgroups or to conclude that Pacific Science is any better or worse than other Branches, DFO at large or even the public service. However, it is important that these "successes" do not discount the concerns and issues presented in this report. PSES results are presented to place Pacific Science in context with DFO and the Public Service at large and show that there are wellness factors where Pacific Science exceeds DFO and the Public Service, and factors where they fall behind. Also, to be considered in reviewing the findings of this assessment is the voluntary nature of the study and, with ▮▮▮ of over 600 Pacific Science employees participating, a representative sample of Pacific Science staff was not achieved (nor intended). Therefore, it is not possible to draw broad conclusions or comparisons about the workplace wellness in general at different Science locations or between classifications, given the small sample sizes and skewed representation of these categories.

Despite the limited and skewed sample of Pacific Science workplace wellness dialogue participants, it has to be stressed that it is important not to minimize the concerns that individuals have shared and the impact on their personal and workplace wellness as being a select few people with "issues". The fact that numerous employees stepped forward to share similar, very personal and emotional experiences, that have impacted their emotional wellbeing and their work satisfaction and enjoyment, must lead one to question if there are others in similar challenging circumstances that are too uncomfortable to share in such a personal way, do not trust the wellness assessment process or investigator, or have lost hope that change is possible, all sentiments that were shared by some participants with more negative workplace experiences. The fact that there are individuals ▮▮▮

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s.19(1) [redacted] should be enough for all parties, management, supervisors, union and staff, to take concrete steps to do better when it comes to workplace wellness.

In every dialogue session, participants shared suggestions for improving workplace wellness. Some of the issues and suggestions are clearly beyond the ability and scope of local Science management to address, being DFO or GOC institutional. However, participants expressed hope and an expectation that Senior Management will raise these issues and exert whatever influence they can to facilitate change. There were, however, numerous issues and suggestions provided can be taken on locally by management, supervisors, union, and staff. All parties and staff are encouraged to read through the entirety of this report and identify what they can do to contribute to workplace wellness.

Finally, management, supervisors, union and staff groups and individuals must be acknowledged for the efforts that have been made to-date, particularly the individuals and groups that have taken on initiatives like organizing science seminars, JLP programs, social events, and clubs, etc., in addition to their regular work commitments, to improve workplace wellness in Pacific Science. The following recommendations build on this spirit of wanting to improve workplace wellness and make Pacific Science a great place to work.

Recommendations

Achieving workplace wellness comes back to the second value of the DFO Code of Values and Ethics: Respect for People, and four principle statements of this value. Were management (at all levels) and staff to align their actions and interactions with this value, many of the issues and concerns raised would see improvement.

Establishing a goal for continuous improvement in workplace wellness is a first step, with the natural second step being influencing that which is within ones' control (regardless of level, tenure, role or group). There are many sound suggestions in this report and, so as not to create a lengthy list or repeat the valuable suggestions and best practices shared by dialogue participants, the following recommendations focus on what can be considered as an important steps to establish the foundation for workplace wellness to flourish.

> **DFO Values and Ethics Code**
>
> **Value #2 Respect for People**
>
> *Public servants shall respect human dignity and the value of every person by:*
>
> *2.1 Treating every person with respect and fairness.*
>
> *2.2 Valuing diversity and the benefit of combining the unique qualities and strengths inherent in a diverse workforce.*
>
> *2.3 Helping to create and maintain safe and healthy workplaces that are free from harassment and discrimination.*
>
> *2.4 Working together in a spirit of openness, honesty and transparency that encourages engagement, collaboration, and respectful communication.*

Union - Management Leadership

Both Union and Management representatives play an important leadership role in creating and maintaining safe and healthy workplaces that are free from harassment and discrimination, and support employees' health and wellness in the workplace. To be successful, there is a need for both parties to establish trust and a willingness to engage in collaborative discussions and actions.

> *Recommendation 1 - Restoration of Union – Management Relationship through an independent third-party dialogue process.*

Given the expressed desire of both parties to improve the Union-Management relationship and work together for the benefit of all employees, and the fact that there exists a power imbalance between Management and Union representatives (Union representatives are employees of Management), engagement of a neutral third party with mediation training to assist the parties to negotiate a way forward is recommended. Included in the dialogue process should be discussions about respecting, supporting and protecting Union stewards

undertaking their Union duties and dialogue about the role and challenges of management to maintain productive and fair workplaces.

Building Management and Staff Capacity to Create Fair, Respectful and Safe Working Environments

Section Heads are at the front line in creating and maintaining safe and healthy work environments and Senior Managers (Director and Division Managers) must establish expectations, model and provide oversight and support. For many managers, their experience and expertise lie in the technical aspects of their programs and their time is focused on budgetary and program delivery responsibilities. While balancing workload and prioritizing human resources responsibilities will always be a struggle, it is essential for this to happen if changes in workplace wellness culture and practice are to occur. Providing managers common expectations of their roles and responsibilities related to fair, safe and respectful workplaces, and a willingness for all managers to engage fully in creating and maintaining safe and healthy work environments is required to establish a collective and effective culture where respect, fairness, and safety can thrive.

Recommendation 2 – Pacific Management Team Workplace Wellness Retreat

Given the variability in managers' skills, training and capacity, and a need to establish common expectations and practices, a "retreat" style workshop, which would include review of key policies and guidelines around respect, harassment and violence in the workplace, along with skill-building/training around engagement, communication and conflict resolution is recommended. During the workshop, managers should be encouraged to share experiences, best practices and challenges (while maintaining employee confidentiality) to encourage learning from real-life science situations and to build a support network with each other. Given the breadth of the topic, ongoing training and/or coaching should be explored based on group and individual needs and "check-ins" established to assess success and ongoing needs for training or coaching.

Recommendation 3 - Staff Training on Respect, Conflict Resolution, Harassment and Violence in the Workplace.

Staff also play a critical role in creating safe and healthy work environments, through understanding and modeling respectful and acceptable behaviours, and knowing what to do and who or where to turn to when they see or experience unacceptable behaviours. Setting a Science goal for all staff to participate in training on respect, conflict resolution, harassment and violence in the workplace, and providing these types of training at all Science locations to all staff is recommended, noting that these types of training have already and are being championed by Wellness Committees, the Union and Management. Promoting workgroups to take the training together is recommended with follow up opportunities for team charter building and to identify other wellness initiatives. In addition, where staff are required to travel to training, a central fund should be established for this training so that impacts to program budgets does not become a limiting factor, and impacts to program budgets are not unfairly impacted.

Creating Safe and Effective Processes and Culture to Address Interpersonal Conflicts, Harassment, Violence and Discrimination

While education and awareness giving individuals the capacity to self-manage conflict can go a long way to preventing interpersonal conflicts, harassment and violence in the workplace, being human and working in groups means that conflict and inappropriate behaviours will inevitably show up in our workplaces that cannot be resolved by those involved. As many participants articulated, and is more commonly accepted, early intervention and having impartial and skilled individuals to manage conflict resolution processes are keys to successful outcomes.

Early intervention requires a safe environment, where it is not only safe but expected that those experiencing or observing inappropriate behaviours speak up right away and, when necessary, seek out and receive good support. Many participants spoke to the value of seeking support from the Office of Conflict Resolution[iv] to either self-manage conflict resolution or provide support for a dialogue or mediation process is advised when interpersonal relations have deteriorated to the point where professional intervention is necessary. While a wonderful resource, providing greater access to skilled, objective conflict resolution practitioners at the local level may also assist in achieving earlier intervention and address some of the concerns raised by participants about a lack of impartiality and power imbalance between managers and their staff involved in conflict.

Training staff that have the interest and aptitude for conflict resolution, from both management and non-management positions at each Science location, in more formal conflict resolution skills is recommend. This should be done in consultation with the Office of Conflict Resolution[iv]. Ensuring that anyone managing a conflict resolution process is impartial, particularly where the issue is between a supervisor and their employee or within a hierarchal relationship to the complainant, would also go a long way in addressing some of the concerns raised by dialogue participants. Picking the right individuals and establishing clear protocols and procedures around engagement, confidentiality, and reporting will be essential for staff to trust and feel safe in the process.

Based on what was shared by participants, the shift from an informal to a formal process for complaints of interpersonal conflict, harassment or violence in the workplace changes the dynamics between all those involved, often becoming more adversarial. Constructive communication decreases and the process becomes more about investigating right and wrong, with a tendency for all parties to defend their position.

Although there have been few official complaints about harassment and violence in the workplace in Pacific Science, the fact that both PSES respondents and dialogue participants relayed concerns about speaking up when it comes to interpersonal conflict, harassment and violence in the workplace for fear of reprisal, as well as a lack of trust in and/or feeling of feeling unsafe and unsupported throughout the process, a review of current informal and formal processes evaluating procedures, practice, attitudes, and culture is warranted. Respecting the potential emotional impact and requirements for confidentiality, feedback from all parties (complainant, respondent, witnesses, management, union and process facilitators), where they are willing, should be included in the review process. It is important that the review not be about assigning blame, but about making improvements to how complaints are handled. This exercise is perhaps best done as a collaborative exercise by the Union and Management.

Mental Health in the Workplace

Breaking through the stigma of mental health challenges and providing support for those experiencing mental health challenges is critical to the wellbeing and productivity of all employees and maintaining healthy workplaces. The Mental Health Framework[xviii] developed by Employment and Social Development Canada (ESDC) for the GOC, is based on three pillars: (1) Promotion: Promote understanding, awareness, and acceptance of mental health; (2) Prevent: Equip managers and executives to proactively support employees in

maintaining good mental health and addressing mental health issues; and, (3) Resolve: Build supportive mechanisms for employees and managers dealing with mental health challenges.

> *Recommendation 5 – Management, Unions and Wellness Committees continue to champion and support programs and seminars to raise awareness and provide tools related to mental health.*

With the focus on mental health, the GOC established a Centres of Expertise for Mental Health in the Workplace[xix] for the Public Servants, with individual Departments developing programs and champions for mental health. Programs and seminars on mental health awareness, stress management, and ways to maintain mental wellness have been delivered at several DFO Science locations, championed by management, unions and wellness committees. Ensuring there is support for these programs to continue and expand, was brought forward by many dialogue participants and forms the basis for the following recommendation.

> *Recommendation 6 – Provide training to create teams of Mental Health 1st Aid attendants at all Pacific Science Locations, and support these individual teams to collaborate and support each other.*

As mental health awareness increases, and individuals feel more comfortable speaking out about their mental health challenges, it is important that they have access to appropriate support. The Public Service's most longstanding resource for individuals dealing with mental health challenges (as well as other types of personal and work-related issues) is the Employee Assistance Program[xx] (EAP). While this is a valuable resource, and numerous dialogue participants spoke positively about assistance received from the EAP, sometimes the most important time to provide support to someone in mental distress is immediately. As noted in this report, training Mental Health 1st Aid attendants is not a new concept with teams already established at IOS and more recently PBS. This recommendation is, therefore, to highlight the value of having Mental Health 1st Aid attendants in all Pacific Science workplaces, and to support their growth as a valuable resource in the Science community.

Addressing Workload and Work Pressures

Providing a single recommendation to address the stress, frustration, and even hopelessness, expressed as a result of excessive workloads and work pressures is extremely challenging due to the constellation of contributing factors that are identified in numerous sections of this report, and the ability of local management and staff to influence the contributing factors. Participants identified many contributing factors including the "culture of urgency" that now exists, client and National expectations for delivery of science programs and science advice that is not balanced with either available resources and budgets or the time needed to conduct the research and analysis, the influx of new money and new programs, expectations for external collaborations, and competitive funding programs. Addressing these contributing factors is not fully with the control of local Science management, but there is an expectation that Management will use their influence to promulgate positive change. However, at the local level, Many participants spoke about the need for strategic planning, aligning priorities with available resources. Acknowledging that developing a science strategic plan has been an objective for several years, the following recommendation is not new or novel but is meant to highlight the importance of this endeavour in taking a big step toward improving workplace wellness by addressing workload and work pressures for staff.

Recommendation 7 – Undertake comprehensive strategic planning to align priorities with available resources.

The simplicity of this recommendation is not meant to diminish the enormity of the task. Science, as a service provider to other Branches of DFO, other Departments and governments, external organizations and stakeholders, cannot unilaterally establish priorities and align work with available resources. There will always be pressures to do more and to respond to resource management crises. Communication and engagement, as articulated by many participants, with both Science clients and all levels of Science staff will be essential both in establishing the priorities, setting realistic expectation and managing changes in ways that are respectful and sensitive to those affected.

Appendices

Appendix A: 2018 Public Service Employees Survey (PSES) Evaluation (not including harassment and stress)

PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g). Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to stress (Q2, Q3, & Q4), Harassment (Q8 54) and Pay/Compensation (Q8 73) are reported in separate analysis.

Question / Division	Positive	Neutral	Negative	Count
Question 01. I get the training I need to do my job.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	63	11	26	31
Pacific Region - Aquatic Resources, Research and Assessment Division	74	7	19	47
Pacific Region - Ecosystem Science Division	71	20	9	53
Pacific Region - Ocean Sciences Division	95	2	2	33
Pacific Region - Science	75	11	14	230
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	86	7	7	43
Question 02. My job is a good fit with my interests.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	85	5	10	31
Pacific Region - Aquatic Resources, Research and Assessment Division	92	4	4	47
Pacific Region - Ecosystem Science Division	91	6	4	53
Pacific Region - Ocean Sciences Division	91	2	7	33
Pacific Region - Science	88	5	7	230
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	83	7	9	43
Question 03. My job is a good fit with my skills.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	93	3	3	31
Pacific Region - Aquatic Resources, Research and Assessment Division	94	4	2	47
Pacific Region - Ecosystem Science Division	91	8	2	53
Pacific Region - Ocean Sciences Division	98	0	2	33
Pacific Region - Science	90	6	3	229
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	85	10	5	42
Question 04. I have support at work to balance my work and personal life.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	78	9	12	31
Pacific Region - Aquatic Resources, Research and Assessment Division	77	6	17	47
Pacific Region - Ecosystem Science Division	74	14	13	53
Pacific Region - Ocean Sciences Division	87	9	4	33
Pacific Region - Science	77	11	12	230
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	83	12	5	43
Question 05. I get a sense of satisfaction from my work.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	62	23	16	31
Pacific Region - Aquatic Resources, Research and Assessment Division	76	10	14	47
Pacific Region - Ecosystem Science Division	83	13	4	53
Pacific Region - Ocean Sciences Division	82	9	10	33
Pacific Region - Science	78	12	10	228
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	81	10	9	43
Question 06. I receive meaningful recognition for work well done.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	40	28	32	31

Legend:
- Positive: >80%, 60-75%, <60%
- Negative: <20%, 20-35%, >35%

PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64) Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis

Legend: Positive: >80% | 60-79% | <60% Negative: >40% | 20-39% | <20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Aquatic Resources, Research and Assessment Division	60	13	26	46
	Pacific Region - Ecosystem Science Division	72	12	16	53
	Pacific Region - Ocean Sciences Division	55	16	29	33
	Pacific Region - Science	60	17	23	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	74	12	14	43
Question 07. I have clear work objectives.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	78	3	19	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	68	14	17	47
	Pacific Region - Ecosystem Science Division	65	15	21	53
	Pacific Region - Ocean Sciences Division	76	12	12	33
	Pacific Region - Science	71	12	16	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	80	10	9	43
Question 08. I know how my work contributes to the achievement of my department or agency goals.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	64	17	18	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	76	22	2	47
	Pacific Region - Ecosystem Science Division	86	11	3	53
	Pacific Region - Ocean Sciences Division	87	13	0	33
	Pacific Region - Science	81	14	5	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	88	7	5	43
Question 09. Overall, I feel valued at work.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	56	22	22	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	59	26	15	47
	Pacific Region - Ecosystem Science Division	79	9	12	53
	Pacific Region - Ocean Sciences Division	75	16	9	33
	Pacific Region - Science	70	17	13	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	79	14	7	44
Question 10. I am proud of the work that I do.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	91	6	3	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	87	9	4	47
	Pacific Region - Ecosystem Science Division	94	6	0	53
	Pacific Region - Ocean Sciences Division	93	7	0	32
	Pacific Region - Science	91	7	2	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	88	9	2	43
Question 11. I have opportunities to provide input into decisions that affect my work.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	63	10	27	30
	Pacific Region - Aquatic Resources, Research and Assessment Division	83	7	10	46
	Pacific Region - Ecosystem Science Division	79	9	12	53

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PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis

Positive legend: >80% / 60-79% / <60%
Negative legend: >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Ocean Sciences Division	82	7	11	33
	Pacific Region - Science	79	9	12	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	88	5	7	44
Question 12. I am encouraged to be innovative or to take initiative in my work.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	56	32	13	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	84	8	8	47
	Pacific Region - Ecosystem Science Division	79	10	11	53
	Pacific Region - Ocean Sciences Division	80	15	5	33
	Pacific Region - Science	77	14	9	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	88	7	5	44
Question 13. I have support at work to provide a high level of service.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	56	24	21	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	61	18	20	47
	Pacific Region - Ecosystem Science Division	60	22	18	52
	Pacific Region - Ocean Sciences Division	52	29	18	33
	Pacific Region - Science	61	21	17	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	76	15	8	44
Question 14. Overall, I like my job.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	84	5	10	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	85	8	7	47
	Pacific Region - Ecosystem Science Division	95	4	2	53
	Pacific Region - Ocean Sciences Division	80	13	7	33
	Pacific Region - Science	85	8	7	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	81	12	7	44
Question 15. I can complete my assigned workload during my regular working hours.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	44	35	21	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	53	24	22	47
	Pacific Region - Ecosystem Science Division	54	22	24	53
	Pacific Region - Ocean Sciences Division	62	12	26	33
	Pacific Region - Science	55	22	23	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	67	22	12	44
SEE NOTE (2) for question 16					
Question 16a. I feel that the quality of my work suffers because of... constantly changing priorities.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	33	30	37	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	33	33	34	47
	Pacific Region - Ecosystem Science Division	16	55	29	52
	Pacific Region - Ocean Sciences Division	34	28	38	32

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PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right

(4) Questions related to Stress (62, 63, & 64) , Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis

Legend — Positive: >80% / 60-79% / <60%   Negative: >45% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Science	25	41	33	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	26	43	32	44
Question 16b. I feel that the quality of my work suffers because of... lack of stability in my department or agency.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	50	25	25	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	49	21	30	47
	Pacific Region - Ecosystem Science Division	32	39	29	53
	Pacific Region - Ocean Sciences Division	27	40	33	32
	Pacific Region - Science	39	32	29	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	52	27	21	44
Question 16c. I feel that the quality of my work suffers because of... too many approval stages.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	41	25	34	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	28	39	33	47
	Pacific Region - Ecosystem Science Division	10	41	49	53
	Pacific Region - Ocean Sciences Division	10	26	63	33
	Pacific Region - Science	19	35	45	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	13	42	45	44
Question 16d. I feel that the quality of my work suffers because of... unreasonable deadlines.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	43	40	17	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	45	45	10	46
	Pacific Region - Ecosystem Science Division	35	32	33	53
	Pacific Region - Ocean Sciences Division	37	28	35	33
	Pacific Region - Science	41	34	25	228
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	60	18	22	43
Question 16e. I feel that the quality of my work suffers because of... having to do the same or more work, but with fewer resources.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	19	34	47	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	12	25	63	46
	Pacific Region - Ecosystem Science Division	21	25	54	53
	Pacific Region - Ocean Sciences Division	17	26	57	33
	Pacific Region - Science	22	27	51	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	43	27	29	44
Question 16f. I feel that the quality of my work suffers because of... high staff turnover.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	59	19	23	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	37	29	34	47
	Pacific Region - Ecosystem Science Division	37	34	29	53
	Pacific Region - Ocean Sciences Division	51	35	13	33
	Pacific Region - Science	43	31	26	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	45	34	22	43

PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis.

Legend — Positive: >80%, 60-79%, <60%; Negative: >40%, 20-39%, <20%

Question	Division	Positive	Neutral	Negative	Count
Question 16g. I feel that the quality of my work suffers because of... overly complicated or unnecessary business processes.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	36	22	42	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	12	32	56	47
	Pacific Region - Ecosystem Science Division	13	21	66	53
	Pacific Region - Ocean Sciences Division	15	14	71	33
	Pacific Region - Science	18	25	57	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	18	31	50	44
Question 17. I am satisfied with how interpersonal issues are resolved in my work unit.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	44	36	21	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	57	11	32	45
	Pacific Region - Ecosystem Science Division	60	20	20	53
	Pacific Region - Ocean Sciences Division	69	7	23	32
	Pacific Region - Science	56	18	26	227
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	59	13	28	44
Question 18. In my work unit, every individual is accepted as an equal member of the team.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	62	18	20	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	78	6	15	45
	Pacific Region - Ecosystem Science Division	72	8	20	52
	Pacific Region - Ocean Sciences Division	79	13	8	33
	Pacific Region - Science	73	9	18	228
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	77	5	19	44
					433
Question 19. In my work unit, unsatisfactory employee performance is managed effectively.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	27	29	44	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	33	26	40	45
	Pacific Region - Ecosystem Science Division	35	41	24	53
	Pacific Region - Ocean Sciences Division	23	16	61	33
	Pacific Region - Science	31	28	41	228
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	43	19	38	43
Question 20. In my work unit, individuals behave in a respectful manner.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	94	3	3	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	81	13	6	45
	Pacific Region - Ecosystem Science Division	75	18	7	53
	Pacific Region - Ocean Sciences Division	82	7	11	33
	Pacific Region - Science	82	10	8	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	89	5	7	44
Question 21. The people I work with value my ideas and opinions.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	84	7	9	31

PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicated in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harassment (48, 54) and Pay/Compensation (68, 73) are reported in separate analysis

Legend:

>80%	>40%
60-79%	20-39%
<60%	<20%

Question	Division	Positive	Neutral	Negative	Count
Question 22. I receive useful feedback from my immediate supervisor on my job performance.	Pacific Region - Aquatic Resources, Research and Assessment Division	79	9	12	45
	Pacific Region - Ecosystem Science Division	89	8	4	53
	Pacific Region - Ocean Sciences Division	85	13	2	33
	Pacific Region - Science	82	10	8	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	79	10	11	44
Question 23. I can count on my immediate supervisor to keep his or her promises.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	56	24	20	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	77	19	4	46
	Pacific Region - Ecosystem Science Division	75	5	19	51
	Pacific Region - Ocean Sciences Division	89	5	6	32
	Pacific Region - Science	75	11	14	225
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	85	5	10	43
Question 24. My immediate supervisor keeps me informed about the issues affecting my work.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	73	18	9	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	83	11	7	46
	Pacific Region - Ecosystem Science Division	78	2	20	51
	Pacific Region - Ocean Sciences Division	91	2	7	32
	Pacific Region - Science	82	7	11	225
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	90	5	5	43
Question 25. My immediate supervisor seems to care about me as a person.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	73	14	14	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	77	18	4	46
	Pacific Region - Ecosystem Science Division	72	4	24	51
	Pacific Region - Ocean Sciences Division	69	23	8	33
	Pacific Region - Science	74	14	12	226
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	83	17	0	43
Question 26. I am satisfied with the quality of supervision I receive.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	78	13	9	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	87	11	2	46
	Pacific Region - Ecosystem Science Division	89	4	7	51
	Pacific Region - Ocean Sciences Division	87	9	4	33
	Pacific Region - Science	86	9	6	225
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	92	3	5	42
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	75	8	17	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	89	7	4	46
	Pacific Region - Ecosystem Science Division	72	9	19	51

PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis

Legend — Positive: >80% / 60-79% / <60% Negative: >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Ocean Sciences Division	78	15	7	33
	Pacific Region - Science	78	9	13	226
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	88	5	7	43
Question 28. I receive the support I need from senior management to address unsatisfactory performance issues in my work unit. (for supervisors)	Pacific Region - Aquatic Resources, Research and Assessment Division	61	21	17	22
	Pacific Region - Ecosystem Science Division	39	46	16	21
	Pacific Region - Ocean Sciences Division	42	24	34	15
	Pacific Region - Science	51	27	22	81
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	75	16	9	12
Question 29. Senior managers in my department or agency lead by example in ethical behaviour.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	60	19	20	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	61	20	19	47
	Pacific Region - Ecosystem Science Division	70	22	9	53
	Pacific Region - Ocean Sciences Division	68	9	22	33
	Pacific Region - Science	65	16	19	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	71	8	21	44
Question 30. I have confidence in the senior management of my department or agency.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	33	28	39	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	53	20	26	47
	Pacific Region - Ecosystem Science Division	46	37	17	53
	Pacific Region - Ocean Sciences Division	37	18	45	33
	Pacific Region - Science	47	25	28	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	63	15	22	44
Question 31. Senior management in my department or agency makes effective and timely decisions.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	13	44	42	30
	Pacific Region - Aquatic Resources, Research and Assessment Division	29	34	37	47
	Pacific Region - Ecosystem Science Division	26	41	33	53
	Pacific Region - Ocean Sciences Division	30	27	43	33
	Pacific Region - Science	30	32	38	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	47	19	34	44
Question 32. Essential information flows effectively from senior management to staff.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	26	21	53	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	42	29	28	47
	Pacific Region - Ecosystem Science Division	32	26	42	53
	Pacific Region - Ocean Sciences Division	39	22	39	33
	Pacific Region - Science	40	22	39	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	59	9	31	44

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PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis
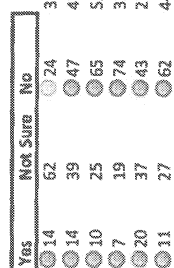
Legend	Positive	Negative
	>80%	<20%
	60-79%	20-39%
	<60%	>40%

Question / Division	Positive	Neutral	Negative	Count
Question 33. My department or agency does a good job of communicating its vision, mission and goals.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	51	32	17	30
Pacific Region - Aquatic Resources, Research and Assessment Division	58	36	6	47
Pacific Region - Ecosystem Science Division	54	28	18	53
Pacific Region - Ocean Sciences Division	61	16	23	33
Pacific Region - Science	60	26	14	230
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	77	15	7	44
Question 34. If I am faced with an ethical dilemma or a conflict between values in the workplace, I know where I can go for help in resolving the situation.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	67	13	21	31
Pacific Region - Aquatic Resources, Research and Assessment Division	69	18	14	46
Pacific Region - Ecosystem Science Division	68	18	15	53
Pacific Region - Ocean Sciences Division	74	9	17	33
Pacific Region - Science	68	14	18	229
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	69	13	18	43
Question 35. My department or agency does a good job of promoting values and ethics in the workplace.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	63	19	18	31
Pacific Region - Aquatic Resources, Research and Assessment Division	66	20	14	47
Pacific Region - Ecosystem Science Division	66	25	9	53
Pacific Region - Ocean Sciences Division	73	14	13	33
Pacific Region - Science	69	19	12	231
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	80	13	7	44
Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	50	15	35	31
Pacific Region - Aquatic Resources, Research and Assessment Division	53	23	23	47
Pacific Region - Ecosystem Science Division	37	30	33	53
Pacific Region - Ocean Sciences Division	54	13	32	33
Pacific Region - Science	50	20	30	231
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	63	15	22	44
Question 37. My department or agency does a good job of supporting employee career development.				435
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	26	16	58	
Pacific Region - Aquatic Resources, Research and Assessment Division	60	16	25	47
Pacific Region - Ecosystem Science Division	57	18	25	52
Pacific Region - Ocean Sciences Division	56	21	22	33
Pacific Region - Science	54	15	30	229
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	68	10	22	43
Question 38. I believe I have opportunities for promotion within my department or agency, given my education, skills and experience.				
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	21	18	61	31

PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Postive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis

Legend — Positive: >80% / 60-79% / <59% Negative: <20% / 20-39% / >40%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Aquatic Resources, Research and Assessment Division	50	16	34	47
	Pacific Region - Ecosystem Science Division	58	11	31	53
	Pacific Region - Ocean Sciences Division	49	17	34	32
	Pacific Region - Science	48	17	35	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	58	19	23	44
Question 39. I feel I would be supported by my department or agency if I proposed a new idea.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	39	40	21	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	68	24	8	47
	Pacific Region - Ecosystem Science Division	61	22	17	53
	Pacific Region - Ocean Sciences Division	65	23	12	33
	Pacific Region - Science	63	24	13	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	83	7	10	44
Question 40. My department or agency implements activities and practices that support a diverse workplace.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	85	15	0	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	63	27	10	47
	Pacific Region - Ecosystem Science Division	79	12	9	53
	Pacific Region - Ocean Sciences Division	86	14	0	32
	Pacific Region - Science	78	16	6	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	85	9	5	44
Question 41. I think that my department or agency respects individual differences (e.g., culture, work styles, ideas).	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	81	15	3	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	76	16	8	47
	Pacific Region - Ecosystem Science Division	83	10	7	53
	Pacific Region - Ocean Sciences Division	88	10	2	33
	Pacific Region - Science	80	13	7	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	82	10	8	43
Question 42. Overall, my department or agency treats me with respect.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	80	11	9	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	82	10	8	46
	Pacific Region - Ecosystem Science Division	82	9	9	53
	Pacific Region - Ocean Sciences Division	81	14	5	33
	Pacific Region - Science	82	10	8	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	86	5	10	44
Question 43. I would recommend my department or agency as a great place to work.	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	72	14	14	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	60	27	13	47
	Pacific Region - Ecosystem Science Division	82	7	12	53

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PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis

Legend:
>80% / 60-79% / <60% — >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Ocean Sciences Division	77	10	13	33
	Pacific Region - Science	73	15	13	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	81	9	10	44
Question 44. I am satisfied with my department or agency.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	69	16	15	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	63	25	12	46
	Pacific Region - Ecosystem Science Division	75	13	12	53
	Pacific Region - Ocean Sciences Division	75	12	13	33
	Pacific Region - Science	71	16	13	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	78	9	12	44
Question 45. I would prefer to remain with my department or agency, even if a comparable job was available elsewhere in the federal public service.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	72	18	10	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	68	18	14	47
	Pacific Region - Ecosystem Science Division	85	13	2	53
	Pacific Region - Ocean Sciences Division	80	12	7	33
	Pacific Region - Science	72	17	11	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	67	19	14	44

Question 46. Do you intend to leave your current position in the next two years?

Division	Yes	Not Sure	No	Count
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	14	62	24	31
Pacific Region - Aquatic Resources, Research and Assessment Division	14	39	47	47
Pacific Region - Ecosystem Science Division	10	25	65	52
Pacific Region - Ocean Sciences Division	7	19	74	32
Pacific Region - Science	20	37	43	229
Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	11	27	62	44

Question 47. Please indicate your reason for leaving.

Division	
Pacific Region - Science	Results not presented in this analysis

Question 55. Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past 12 months?

Division	(No)	(Yes)	Count
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	100	0	31
Pacific Region - Science	97	3	231

Question 60. I am satisfied with how matters related to discrimination are resolved in my department or agency.

Division	Positive	Neutral	Negative	Count
Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	30	53	17	31
Pacific Region - Aquatic Resources, Research and Assessment Division	55	42	3	47
Pacific Region - Ecosystem Science Division	58	27	15	53

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PSES 2018 Science Summary By Question and Division (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Questions related to Stress (62, 63, & 64), Harrassment (48-54) and Pay/Compensation (68-73) are reported in separate analysis

Legend — Positive: >80% / 60-79% / <60%; Negative: <40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Ocean Sciences Division	51	46	3	33
	Pacific Region - Science	53	38	9	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	69	24	7	44
Question 61. My department or agency works hard to create a workplace that prevents discrimination.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	77	16	8	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	69	24	7	47
	Pacific Region - Ecosystem Science Division	68	20	11	53
	Pacific Region - Ocean Sciences Division	73	27	0	33
	Pacific Region - Science	73	21	6	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	83	12	5	44
Question 65. My department or agency does a good job of raising awareness of mental health in the workplace.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	71	22	7	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	83	6	11	47
	Pacific Region - Ecosystem Science Division	77	13	10	53
	Pacific Region - Ocean Sciences Division	78	14	8	33
	Pacific Region - Science	79	12	9	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	79	14	7	44
Question 66. I would describe my workplace as being psychologically healthy.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	55	21	24	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	57	16	26	46
	Pacific Region - Ecosystem Science Division	64	19	17	53
	Pacific Region - Ocean Sciences Division	59	23	18	33
	Pacific Region - Science	61	20	19	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	78	12	10	43

Appendix B: 2018 Public Service Employees Survey (PSES) Evaluation (Stress)

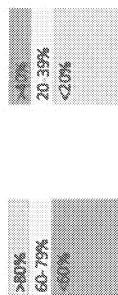**PSES 2018 - Pacific Science Stress Related Questions (62 & 63)**

Notes:

(1) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(2) Q62 (a-s) & Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and Negative represents "Often" and "Sometimes" answers.

(3) Q63 Positive is the sum of "Very Low" and "Low", Negative is the sum of "High" and "Very High," Netural equals Moderate

	>80%	>40%
	60-79%	20-39%
	<60%	<20%

Question	Division	% Positive	% Neutral	% Negative	Count
Question 63. Overall, my level of work-related stress is...					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	39	48	12	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	48	33	19	47
	Pacific Region - Ecosystem Science Division	37	40	23	53
	Pacific Region - Ocean Sciences Division	28	48	25	33
	Pacific Region - Science	40	40	20	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	52	37	11	44
Question 64. After my workday, I feel emotionally drained.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	42	35	24	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	35	34	31	45
	Pacific Region - Ecosystem Science Division	24	47	28	53
	Pacific Region - Ocean Sciences Division	14	53	33	33
	Pacific Region - Science	29	42	29	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	39	43	18	44
Question 62a. Overall, to what extent do the following factors cause you stress at work? Pay or other compensation-related issues					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	40	29	31	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	32	25	42	47
	Pacific Region - Ecosystem Science Division	33	22	45	53
	Pacific Region - Ocean Sciences Division	41	25	34	33
	Pacific Region - Science	35	22	43	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	34	16	51	44
Question 62b. Overall, to what extent do the following factors cause you stress at work? Heavy workload					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	36	43	20	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	43	33	24	47
	Pacific Region - Ecosystem Science Division	31	28	41	53
	Pacific Region - Ocean Sciences Division	25	27	49	33
	Pacific Region - Science	38	31	31	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	56	27	17	44
Question 62c. Overall, to what extent do the following factors cause you stress at work? Unreasonable deadlines					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	59	29	12	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	64	29	7	47
	Pacific Region - Ecosystem Science Division	52	26	22	53
	Pacific Region - Ocean Sciences Division	56	18	26	33

PSES 2018 - Pacific Science Stress Related Questions (62 & 63)

Notes:
(1) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.
(2) Q62 (a-s) & Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and Negative represents "Often" and "Sometimes" answers.
(3) Q63 Positive is the sum of "Very Low" and "Low", Negative is the sum of "High" and "Very High," Netural equals Moderate

	>80%	>40%
	60-79%	20-39%
	<60%	<20%

Question	Division	% Positive	% Neutral	% Negative	Count
	Pacific Region - Science	59	23	18	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	73	16	11	43
Question 62d. Overall, to what extent do the following factors cause you stress at work? Not enough employees to do the work					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	36	35	29	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	36	30	34	47
	Pacific Region - Ecosystem Science Division	29	30	41	53
	Pacific Region - Ocean Sciences Division	17	41	42	33
	Pacific Region - Science	35	30	35	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	60	19	21	44
Question 62e. Overall, to what extent do the following factors cause you stress at work? Overtime or long work hours					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	57	33	10	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	65	24	11	47
	Pacific Region - Ecosystem Science Division	58	26	15	53
	Pacific Region - Ocean Sciences Division	69	9	22	33
	Pacific Region - Science	65	20	15	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	80	9	11	44
Question 62f. Overall, to what extent do the following factors cause you stress at work? Balancing work and personal life					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	59	22	20	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	40	35	25	47
	Pacific Region - Ecosystem Science Division	42	32	26	53
	Pacific Region - Ocean Sciences Division	39	36	25	33
	Pacific Region - Science	45	30	25	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	54	28	18	44
Question 62g. Overall, to what extent do the following factors cause you stress at work? Lack of control or input in decision-making					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	70	15	15	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	57	36	6	47
	Pacific Region - Ecosystem Science Division	58	29	14	53
	Pacific Region - Ocean Sciences Division	45	25	30	33
	Pacific Region - Science	58	29	14	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	65	30	5	44
Question 62h. Overall, to what extent do the following factors cause you stress at work? Competing or constantly changing priorities					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	47	29	25	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	45	27	27	47
	Pacific Region - Ecosystem Science Division	45	36	18	53
	Pacific Region - Ocean Sciences Division	42	21	36	33
	Pacific Region - Science	48	31	21	231

PSES 2018 - Pacific Science Stress Related Questions (62 & 63)

Notes:
(1) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.
(2) Q62 (a-s) & Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and Negative represents "Often" and "Sometimes" answers.
(3) Q63 Positive is the sum of "Very Low" and "Low", Negative is the sum of "High" and "Very High," Netural equals Moderate
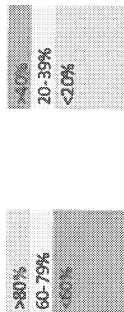
Legend	
>80%	>40%
60-79%	20-39%
<60%	<20%

Question	Division	% Positive	% Neutral	% Negative	Count
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	57	37	6	44
Question 62i. Overall, to what extent do the following factors cause you stress at work? Lack of clear expectations					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	67	8	25	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	58	23	18	47
	Pacific Region - Ecosystem Science Division	48	31	21	53
	Pacific Region - Ocean Sciences Division	72	19	9	33
	Pacific Region - Science	60	24	17	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	64	30	7	44
Question 62j. Overall, to what extent do the following factors cause you stress at work? Information overload					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	72	7	21	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	59	18	23	46
	Pacific Region - Ecosystem Science Division	50	35	15	53
	Pacific Region - Ocean Sciences Division	64	23	13	32
	Pacific Region - Science	56	26	18	228
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	49	36	16	44
Question 62k. Overall, to what extent do the following factors cause you stress at work? Physical work environment					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	68	28	3	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	84	11	4	47
	Pacific Region - Ecosystem Science Division	85	10	5	53
	Pacific Region - Ocean Sciences Division	98	0	2	33
	Pacific Region - Science	83	12	4	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	77	13	10	44
Question 62l. Overall, to what extent do the following factors cause you stress at work? Accessibility or accommodation issues					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	93	3	3	30
	Pacific Region - Aquatic Resources, Research and Assessment Division	96	0	4	47
	Pacific Region - Ecosystem Science Division	88	8	3	53
	Pacific Region - Ocean Sciences Division	100	0	0	33
	Pacific Region - Science	92	6	2	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	93	7	0	44
Question 62m. Overall, to what extent do the following factors cause you stress at work? Harassment or discrimination					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	94	0	6	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	88	6	5	47
	Pacific Region - Ecosystem Science Division	87	10	4	53
	Pacific Region - Ocean Sciences Division	94	2	4	33
	Pacific Region - Science	89	6	5	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	88	10	2	44

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PSES 2018 - Pacific Science Stress Related Questions (62 & 63)

Notes:
(1) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.
(2) Q62 (a-s) & Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and Negative represents "Often" and "Sometimes" answers.
(3) Q63 Positive is the sum of "Very Low" and "Low", Negative is the sum of "High" and "Very High," Netural equals Moderate

		>80%	>40%
		60-79%	20-39%
		<60%	<20%

Question	Division	% Positive	% Neutral	% Negative	Count
Question 62n. Overall, to what extent do the following factors cause you stress at work? issue(s) with my co-worker(s)					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	77	16	7	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	71	24	4	46
	Pacific Region - Ecosystem Science Division	76	17	7	52
	Pacific Region - Ocean Sciences Division	81	11	8	33
	Pacific Region - Science	78	16	6	228
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	84	9	7	44
Question 62o. Overall, to what extent do the following factors cause you stress at work? issue(s) with individuals with authority over me					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	78	12	10	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	80	6	15	46
	Pacific Region - Ecosystem Science Division	80	11	9	53
	Pacific Region - Ocean Sciences Division	82	11	7	33
	Pacific Region - Science	79	11	11	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	79	12	10	44
Question 62p. Overall, to what extent do the following factors cause you stress at work? issue(s) with individual(s) working for me					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	95	5	0	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	86	9	5	47
	Pacific Region - Ecosystem Science Division	91	9	0	52
	Pacific Region - Ocean Sciences Division	73	25	3	33
	Pacific Region - Science	87	10	3	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	89	6	5	44
Question 62q. Overall, to what extent do the following factors cause you stress at work? issue(s) with other individual(s)					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	90	7	3	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	86	8	6	46
	Pacific Region - Ecosystem Science Division	88	12	0	53
	Pacific Region - Ocean Sciences Division	100	0	0	33
	Pacific Region - Science	92	6	2	229
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	95	5	0	44
Question 62r. Overall, to what extent do the following factors cause you stress at work? Lack of job security					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	78	10	12	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	83	8	9	47
	Pacific Region - Ecosystem Science Division	83	4	13	53
	Pacific Region - Ocean Sciences Division	95	5	0	33
	Pacific Region - Science	81	7	13	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	74	5	21	44
Question 62s. Overall, to what extent do the following factors cause you stress at work? Personal issues					

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PSES 2018 - Pacific Science Stress Related Questions (Q2 & Q3)

Notes:
(1) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.
(2) Q62 (a-s) & Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and Negative represents "Often" and "Sometimes" answers.
(3) Q63 Positive is the sum of "Very Low" and "Low", Negative is the sum of "High" and "Very High," Netural equals Moderate

	>80%	>40%
	60-79%	20-39%
	<60%	<20%

Question	Division	% Positive	% Neutral	% Negative	Count
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	77	23	0	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	73	21	6	46
	Pacific Region - Ecosystem Science Division	85	12	3	52
	Pacific Region - Ocean Sciences Division	84	11	5	33
	Pacific Region - Science	79	17	4	227
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	81	19	0	44

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Appendix C: 2018 Public Service Employees Survey (PSES) Evaluation (Harassment)

PSES 2018 - Pacific Science Harassment Questions Q48 - Q54) (% of respondents)

Notes: (1) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

Legend: >80% / 60-79% / <60% | >40% / 20-39% / <20%

Question	Division	% Agree	No	Yes	Count
Question 48. Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past 12 months?					
	Pacific Region - Aquatic Resources, Research and Assessment Division	10	90	10	47
	Pacific Region - Ecosystem Science Division	8	92	8	53
	Pacific Region - Science	8	92	8	231

Question	Division	% Agree	Count
Question 49a. From whom did you experience harassment on the job? Co-workers			
	Pacific Region - Science	46	20
Question 49b. From whom did you experience harassment on the job? Individuals with authority over me			
	Pacific Region - Science	74	20
Question 49d. From whom did you experience harassment on the job? Individuals for whom I have a custodial responsibility (e.g., inmates, offenders, patients, detainees)			
	Pacific Region - Science	0	20
Question 49e. From whom did you experience harassment on the job? Individuals from other departments or agencies			
	Pacific Region - Science	0	20
Question 50a. Please indicate the nature of the harassment you experienced. Aggressive behaviour			
	Pacific Region - Science	31	20
Question 50b. Please indicate the nature of the harassment you experienced. Excessive control			
	Pacific Region - Science	46	20
Question 50c. Please indicate the nature of the harassment you experienced. Being excluded or being ignored			
	Pacific Region - Science	59	20
Question 50e. Please indicate the nature of the harassment you experienced. Interference with work / withholding resources			
	Pacific Region - Science	31	20
Question 50f. Please indicate the nature of the harassment you experienced. Offensive remark			
	Pacific Region - Science	52	20
Question 50g. Please indicate the nature of the harassment you experienced. Personal attack			
	Pacific Region - Science	26	20
Question 50h. Please indicate the nature of the harassment you experienced. Physical violence			
	Pacific Region - Science	0	20
Question 50j. Please indicate the nature of the harassment you experienced. Threat			
	Pacific Region - Science	0	20
Question 50k. Please indicate the nature of the harassment you experienced. Unfair treatment			
	Pacific Region - Science	49	20
Question 50l. Please indicate the nature of the harassment you experienced. Yelling / shouting			
	Pacific Region - Science	27	20
Question 50m. Please indicate the nature of the harassment you experienced. Other			
	Pacific Region - Science	0	20
Question 51a. What action(s) did you take to address the harassment you experienced? I discussed the matter with my supervisor or a senior manager.			
	Pacific Region - Science	74	20
Question 51b. What action(s) did you take to address the harassment you experienced? I discussed the matter with the person(s) from whom I experienced the harassment.			
	Pacific Region - Science	49	20

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Question	Division	% Agree	Count
Question 51c. What action(s) did you take to address the harassment you experienced? I contacted a human resources advisor in my department or agency.			
	Pacific Region - Science	25	20
Question 51d. What action(s) did you take to address the harassment you experienced? I contacted my union representative.			
	Pacific Region - Science	31	20
Question 51e. What action(s) did you take to address the harassment you experienced? I used an informal conflict resolution process.			
	Pacific Region - Science	25	20
Question 51g. What action(s) did you take to address the harassment you experienced? I resolved the matter informally on my own.			
	Pacific Region - Science	26	20
Question 52e. Why did you not file a grievance or formal complaint about the harassment you experienced? Management intervened.			
	Pacific Region - Science	0	18
Question 52h. Why did you not file a grievance or formal complaint about the harassment you experienced? I did not know what to do, where to go or whom to ask.			
	Pacific Region - Science	0	18
Question 52j. Why did you not file a grievance or formal complaint about the harassment you experienced? I had concerns about the formal complaint process (e.g., confidentiality, how long it would take).			
	Pacific Region - Science	55	18
Question 52l. Why did you not file a grievance or formal complaint about the harassment you experienced? I was afraid of reprisal (e.g., having limited career advancement, being labelled a troublemaker).			
	Pacific Region - Science	60	18
Question 52m. Why did you not file a grievance or formal complaint about the harassment you experienced? Someone threatened me.			
	Pacific Region - Science	0	18
Question 52n. Why did you not file a grievance or formal complaint about the harassment you experienced? I did not believe it would make a difference.			
	Pacific Region - Science	56	18
Question 52o. Why did you not file a grievance or formal complaint about the harassment you experienced? I intend to file a grievance or a formal complaint but I have not done so yet.			
	Pacific Region - Science	0	18

Positive: >80% / 60-79% / <60%
Negative: >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
Question 53. I am satisfied with how matters related to harassment are resolved in my department or agency.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	33	41	26	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	50	38	12	47
	Pacific Region - Ecosystem Science Division	47	39	14	52
	Pacific Region - Ocean Sciences Division	39	28	32	33
	Pacific Region - Science	44	34	21	230
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	54	28	18	44
Question 54. My department or agency works hard to create a workplace that prevents harassment.					
	Pacific Region - Aquatic Diagnostics, Genomics and Technology Division	68	18	14	31
	Pacific Region - Aquatic Resources, Research and Assessment Division	69	20	11	47
	Pacific Region - Ecosystem Science Division	64	31	5	53
	Pacific Region - Ocean Sciences Division	62	20	17	33
	Pacific Region - Science	68	19	13	231
	Pacific Region - Science (Canadian Hydrographic Service (CHS)) - Institute of Ocean Sciences	78	8	15	44

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Appendix D: 2018 Public Service Employees Survey (PSES) Evaluation (Public Service, DFO Pacific Region & Pacific Science Results)

PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Detailed questions related to Harrasment (49-52), Discrimination (56-59), and Pay/Compensation (68-69) are not included in this summary due to the different data formats.

Legend: >80% / 60-79% / <60% — >20% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
Question 1. I get the training I need to do my job.					
	Pacific Region	74	9	18	983
	Pacific Region - Science	75	11	14	230
	Public Service	70	10	20	161,510
Question 2. My job is a good fit with my interests.					
	Pacific Region	85	8	7	983
	Pacific Region - Science	88	5	7	230
	Public Service	80	11	10	161,032
Question 3. My job is a good fit with my skills.					
	Pacific Region	88	7	5	974
	Pacific Region - Science	90	6	3	229
	Public Service	84	8	9	160,117
Question 4. I have support at work to balance my work and personal life.					
	Pacific Region	76	11	14	983
	Pacific Region - Science	77	11	12	230
	Public Service	76	11	13	161,141
Question 5. I get a sense of satisfaction from my work.					
	Pacific Region	78	11	11	977
	Pacific Region - Science	78	12	10	228
	Public Service	75	12	13	160,671
Question 6. I receive meaningful recognition for work well done.					
	Pacific Region	61	16	23	981
	Pacific Region - Science	60	17	23	229
	Public Service	60	17	23	161,141
Question 7. I have clear work objectives.					
	Pacific Region	67	16	17	980
	Pacific Region - Science	71	12	16	229
	Public Service	71	13	16	161,312
Question 8. I know how my work contributes to the achievement of my department\'s or agency\'s goals.					
	Pacific Region	82	10	8	986
	Pacific Region - Science	81	14	5	230
	Public Service	84	9	7	161,313
Question 9. Overall, I feel valued at work.					
	Pacific Region	69	14	17	985
	Pacific Region - Science	70	17	13	231
	Public Service	66	14	20	160,988

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PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Detailed questions related to Harrassment (49-52), Discrimination (56-59), and Pay/Compensation (68-69) are not included in this summary due to the different data formats.

Legend: >80% / 60-79% / <60% (Positive); >40% / 20-39% / <20% (Negative)

Question	Division	Positive	Neutral	Negative	Count
Question 10. I am proud of the work that I do.					
	Pacific Region	86	9	5	980
	Pacific Region - Science	91	7	2	229
	Public Service	85	9	5	160,125
Question 11. I have opportunities to provide input into decisions that affect my work.					
	Pacific Region	71	13	17	983
	Pacific Region - Science	79	9	12	229
	Public Service	65	14	21	160,686
Question 12. I am encouraged to be innovative or to take initiative in my work.					
	Pacific Region	73	14	13	985
	Pacific Region - Science	77	14	9	231
	Public Service	66	16	18	160,340
Question 13. I have support at work to provide a high level of service.					
	Pacific Region	63	19	18	985
	Pacific Region - Science	61	21	17	230
	Public Service	67	15	18	160,685
Question 14. Overall, I like my job.					
	Pacific Region	83	10	7	985
	Pacific Region - Science	85	8	7	231
	Public Service	80	11	9	161,156
Question 15. I can complete my assigned workload during my regular working hours.					
	Pacific Region	52	24	25	987
	Pacific Region - Science	55	22	23	231
	Public Service	70	17	13	161,699
Question 16a. I feel that the quality of my work suffers because of... constantly changing priorities.					
	Pacific Region	20	42	39	981
	Pacific Region - Science	25	41	33	229
	Public Service	27	36	37	161,147
Question 16b. I feel that the quality of my work suffers because of... lack of stability in my department or agency.					
	Pacific Region	31	35	34	980
	Pacific Region - Science	39	32	29	230
	Public Service	37	29	33	160,571
Question 16c. I feel that the quality of my work suffers because of... too many approval stages.					
	Pacific Region	20	32	48	978
	Pacific Region - Science	19	35	45	231
	Public Service	26	30	43	160,643
Question 16d. I feel that the quality of my work suffers because of... unreasonable deadlines.					

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PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicted in colour legend to right.

(4) Detailed questions related to Harrassment (49-52), Discrimination (56-59), and Pay/Compensation (68-69) are not included in this summary due to the different data formats.

Legend	
>80%	<60%
60-79%	20-39%
<60%	<20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region	36	38	27	973
	Pacific Region - Science	41	34	25	228
	Public Service	42	33	25	160,266
Question 16e. I feel that the quality of my work suffers because of... having to do the same or more work, but with fewer resources.					
	Pacific Region	18	27	54	976
	Pacific Region - Science	22	27	51	229
	Public Service	30	28	42	160,843
Question 16f. I feel that the quality of my work suffers because of... high staff turnover.					
	Pacific Region	34	34	32	979
	Pacific Region - Science	43	31	26	229
	Public Service	37	28	35	160,300
Question 16g. I feel that the quality of my work suffers because of... overly complicated or unnecessary business processes.					
	Pacific Region	17	29	54	983
	Pacific Region - Science	18	25	57	230
	Public Service	25	33	42	161,001
Question 17. I am satisfied with how interpersonal issues are resolved in my work unit.					
	Pacific Region	58	19	23	980
	Pacific Region - Science	56	18	26	227
	Public Service	59	20	21	161,064
Question 18. In my work unit, every individual is accepted as an equal member of the team.					
	Pacific Region	70	10	20	980
	Pacific Region - Science	73	9	18	228
	Public Service	72	10	18	160,757
Question 19. In my work unit, unsatisfactory employee performance is managed effectively.					
	Pacific Region	38	24	38	981
	Pacific Region - Science	31	28	41	228
	Public Service	41	23	36	160,747
Question 20. In my work unit, individuals behave in a respectful manner.					
	Pacific Region	81	8	11	979
	Pacific Region - Science	82	10	8	229
	Public Service	81	9	11	160,773
Question 21. The people I work with value my ideas and opinions.					
	Pacific Region	79	12	9	980
	Pacific Region - Science	82	10	8	229
	Public Service	77	14	9	161,015
Question 22. I receive useful feedback from my immediate supervisor on my job performance.					
	Pacific Region	76	11	13	974

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PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

Notes:

(1) Positive is the sum of "Strongly Agree" and "Somewhat Agree" answers, Neutral is the "Neither Agree nor Disagree" answers and Negative is the sum of "Somewhat Disagree" and "Disagree" answers.

(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

(3) Stoplight colouring cutoffs have been arbitrarily chosen and represent percentage breakdown as indicated in colour legend to right.

(4) Detailed questions related to Harrassment (49-52), Discrimination (56-59), and Pay/Compensation (68-69) are not included in this summary due to the different data formats.

Legend — Positive: >80% / 60-79% / <60%. Negative: >40% / 20-39% / <20%.

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Science	75	11	14	225
	Public Service	73	13	15	160,726
Question 23. I can count on my immediate supervisor to keep his or her promises.	Pacific Region	80	9	11	975
	Pacific Region Science	82	7	11	225
	Public Service	76	12	12	160,474
Question 24. My immediate supervisor keeps me informed about the issues affecting my work.	Pacific Region	77	11	12	974
	Pacific Region Science	74	14	12	226
	Public Service	75	11	14	160,177
Question 25. My immediate supervisor seems to care about me as a person.	Pacific Region	84	9	7	975
	Pacific Region - Science	86	9	6	225
	Public Service	80	11	10	160,320
Question 26. I am satisfied with the quality of supervision I receive.	Pacific Region	80	8	12	975
	Pacific Region - Science	78	9	13	226
	Public Service	75	12	13	160,605
Question 28. I receive the support I need from senior management to address unsatisfactory performance issues in my work unit. (for supervisors)	Pacific Region	59	21	21	342
	Pacific Region - Science	51	27	22	81
	Public Service	65	18	18	36,684
Question 29. Senior managers in my department or agency lead by example in ethical behaviour.	Pacific Region	64	17	19	982
	Pacific Region - Science	65	16	19	231
	Public Service	63	18	19	161,481
Question 30. I have confidence in the senior management of my department or agency.	Pacific Region	54	18	28	983
	Pacific Region - Science	47	25	28	231
	Public Service	58	18	24	161,089
Question 31. Senior management in my department or agency makes effective and timely decisions.	Pacific Region	44	21	35	982
	Pacific Region - Science	30	32	38	230
	Public Service	48	22	30	160,960
Question 32. Essential information flows effectively from senior management to staff.	Pacific Region	42	19	39	983
	Pacific Region - Science	40	22	39	231

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PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

Notes:

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(4) Detailed questions related to Harrassment (49-52), Discrimination (56-59), and Pay/Compensation (68-69) are not included in this summary due to the different data formats.

Legend:
- Positive: >80% / 60-79% / <50%
- Negative: >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
	Public Service	48	19	33	161,278
Question 33. My department or agency does a good job of communicating its vision, mission and goals.	Pacific Region	60	21	19	982
	Pacific Region - Science	60	26	14	230
	Public Service	67	18	15	161,017
Question 34. If I am faced with an ethical dilemma or a conflict between values in the workplace, I know where I can go for help in resolving the situation.	Pacific Region	70	13	17	983
	Pacific Region - Science	68	14	18	229
	Public Service	71	14	15	161,068
Question 35. My department or agency does a good job of promoting values and ethics in the workplace.	Pacific Region	67	19	14	985
	Pacific Region - Science	69	19	12	231
	Public Service	69	18	13	160,645
Question 36. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.	Pacific Region	49	20	31	987
	Pacific Region - Science	50	20	30	231
	Public Service	48	21	31	161,057
Question 37. My department or agency does a good job of supporting employee career development.	Pacific Region	56	19	25	985
	Pacific Region - Science	54	15	30	229
	Public Service	53	19	28	161,004
Question 38. I believe I have opportunities for promotion within my department or agency, given my education, skills and experience.	Pacific Region	52	17	30	981
	Pacific Region - Science	48	17	35	230
	Public Service	48	17	35	161,071
Question 39. I feel I would be supported by my department or agency if I proposed a new idea.	Pacific Region	62	23	15	985
	Pacific Region - Science	63	24	13	231
	Public Service	57	23	20	161,226
Question 40. My department or agency implements activities and practices that support a diverse workplace.	Pacific Region	77	17	6	985
	Pacific Region - Science	78	16	6	230
	Public Service	78	15	7	160,822
Question 41. I think that my department or agency respects individual differences (e.g., culture, work styles, ideas).	Pacific Region	77	15	9	982
	Pacific Region - Science	80	13	7	230
	Public Service	78	13	9	160,801

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PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

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Legend:
Positive — >80% / 60-79% / <60%
Negative — >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
Question 42. Overall, my department or agency treats me with respect.					
	Pacific Region	80	9	10	984
	Pacific Region - Science	82	10	8	230
	Public Service	81	10	9	160,659
Question 43. I would recommend my department or agency as a great place to work.					
	Pacific Region	67	16	16	983
	Pacific Region - Science	73	15	13	231
	Public Service	67	17	16	160,754
Question 44. I am satisfied with my department or agency.					
	Pacific Region	66	17	17	981
	Pacific Region - Science	71	16	13	229
	Public Service	68	16	16	160,146
Question 45. I would prefer to remain with my department or agency, even if a comparable job was available elsewhere in the federal public service.					
	Pacific Region	63	20	17	985
	Pacific Region - Science	72	17	11	231
	Public Service	59	20	22	161,050
Question 46. Do you intend to leave your current position in the next two years?					
	Pacific Region	9999	9999	9999	982
	Pacific Region - Science	9999	9999	9999	229
	Public Service	9999	9999	9999	161,647
Question 47. Please indicate your reason for leaving.					
	Pacific Region	9999	9999	9999	202
	Pacific Region - Science	9999	9999	9999	28
	Public Service	9999	9999	9999	43,390
Question 48. Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past 12 months?		(No)		(Yes)	
	Pacific Region	87		13	983
	Pacific Region - Science	92		8	231
	Public Service	85		15	161,503
Question 53. I am satisfied with how matters related to harassment are resolved in my department or agency.					
	Pacific Region	43	33	24	984
	Pacific Region - Science	44	34	21	230
	Public Service	48	30	22	161,102
Question 54. My department or agency works hard to create a workplace that prevents harassment.					
	Pacific Region	67	21	12	983
	Pacific Region - Science	68	19	13	231
	Public Service	66	20	14	161,060

DFO Pacific Science Workplace Wellness Study

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PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

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(2) Q16 (a-g), Q64 are negative or reversed questions, so the Positive represents "Rarely" or "Never/Almost Never" answers and the Negative represents "Often" and "Sometimes" answers.

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Legend	
≥80%	≥40%
60-79%	20-39%
<60%	<20%

Question	Division	Positive	Neutral	Negative	Count
Question 55.					
Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past 12 months?		(No)		(Yes)	
	Pacific Region	94		6	986
	Pacific Region - Science	97		3	231
	Public Service	92		8	161,188
Question 60. I am satisfied with how matters related to discrimination are resolved in my department or agency.					
	Pacific Region	49	39	12	981
	Pacific Region - Science	53	38	9	231
	Public Service	53	34	12	161,075
Question 61. My department or agency works hard to create a workplace that prevents discrimination.					
	Pacific Region	70	22	8	980
	Pacific Region - Science	73	21	6	231
	Public Service	69	22	10	161,053
Question 62a. Overall, to what extent do the following factors cause you stress at work? Pay or other compensation-related issues					
	Pacific Region	30	21	49	986
	Pacific Region - Science	35	22	43	231
	Public Service	46	22	32	161,369
Question 62b. Overall, to what extent do the following factors cause you stress at work? Heavy workload					
	Pacific Region	34	31	35	984
	Pacific Region - Science	38	31	31	231
	Public Service	45	28	27	161,255
Question 62c. Overall, to what extent do the following factors cause you stress at work? Unreasonable deadlines					
	Pacific Region	51	27	22	977
	Pacific Region - Science	59	23	18	230
	Public Service	55	24	21	160,603
Question 62d. Overall, to what extent do the following factors cause you stress at work? Not enough employees to do the work					
	Pacific Region	32	27	41	982
	Pacific Region - Science	35	30	35	230
	Public Service	44	24	32	160,732
Question 62e. Overall, to what extent do the following factors cause you stress at work? Overtime or long work hours					
	Pacific Region	65	18	17	984
	Pacific Region - Science	65	20	15	231
	Public Service	75	14	11	160,698
Question 62f. Overall, to what extent do the following factors cause you stress at work? Balancing work and personal life					
	Pacific Region	45	27	27	985
	Pacific Region - Science	45	30	25	231
	Public Service	58	22	20	161,068

PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

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Positive legend: >80% / 60-79% / <60%
Negative legend: >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
Question 62g. Overall, to what extent do the following factors cause you stress at work? Lack of control or input in decision-making					
	Pacific Region	56	29	15	982
	Pacific Region - Science	58	29	14	231
	Public Service	59	24	17	160,799
Question 62h. Overall, to what extent do the following factors cause you stress at work? Competing or constantly changing priorities					
	Pacific Region	48	29	22	980
	Pacific Region - Science	48	31	21	231
	Public Service	53	25	22	160,760
Question 62i. Overall, to what extent do the following factors cause you stress at work? Lack of clear expectations					
	Pacific Region	58	23	19	981
	Pacific Region - Science	60	24	17	231
	Public Service	59	22	19	160,624
Question 62j. Overall, to what extent do the following factors cause you stress at work? Information overload					
	Pacific Region	54	25	21	977
	Pacific Region - Science	56	26	18	228
	Public Service	59	23	18	160,191
Question 62k. Overall, to what extent do the following factors cause you stress at work? Physical work environment					
	Pacific Region	80	13	7	981
	Pacific Region - Science	83	12	4	231
	Public Service	76	13	10	160,099
Question 62l. Overall, to what extent do the following factors cause you stress at work? Accessibility or accommodation issues					
	Pacific Region	90	6	4	975
	Pacific Region - Science	92	6	2	229
	Public Service	87	7	6	160,330
Question 62m. Overall, to what extent do the following factors cause you stress at work? Harassment or discrimination					
	Pacific Region	88	6	6	982
	Pacific Region - Science	89	6	5	231
	Public Service	84	7	9	160,420
Question 62n. Overall, to what extent do the following factors cause you stress at work? issue(s) with my co-worker(s)					
	Pacific Region	79	14	7	982
	Pacific Region - Science	78	16	6	228
	Public Service	81	12	7	160,968
Question 62o. Overall, to what extent do the following factors cause you stress at work? issue(s) with individuals with authority over me					
	Pacific Region	76	12	11	983
	Pacific Region - Science	79	11	11	229
	Public Service	76	12	12	160,500
Question 62p. Overall, to what extent do the following factors cause you stress at work? issue(s) with individual(s) working for me					

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PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

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Question	Division	Positive	Neutral	Negative	Count
	Pacific Region	86	10	4	980
	Pacific Region - Science	87	10	3	229
	Public Service	88	8	4	159,765
Question 62q. Overall, to what extent do the following factors cause you stress at work? Issue(s) with other individual(s)	Pacific Region	81	13	6	981
	Pacific Region - Science	92	6	2	229
	Public Service	86	9	4	160,250
Question 62r. Overall, to what extent do the following factors cause you stress at work? Lack of job security	Pacific Region	80	8	12	984
	Pacific Region - Science	81	7	13	230
	Public Service	83	7	10	160,852
Question 62s. Overall, to what extent do the following factors cause you stress at work? Personal issues	Pacific Region	78	16	6	980
	Pacific Region - Science	79	17	4	227
	Public Service	79	14	7	160,646
Question 63. Overall, my level of work-related stress is....	Pacific Region	38	40	22	986
	Pacific Region - Science	40	40	20	231
	Public Service	45	36	19	161,633
Question 64. After my workday, I feel emotionally drained.	Pacific Region	26	42	32	976
	Pacific Region - Science	29	42	29	229
	Public Service	32	38	30	159,815
Question 65. My department or agency does a good job of raising awareness of mental health in the workplace.	Pacific Region	76	13	11	981
	Pacific Region - Science	79	12	9	231
	Public Service	71	16	13	161,108
Question 66. I would describe my workplace as being psychologically healthy.	Pacific Region	60	18	21	982
	Pacific Region - Science	61	20	19	229
	Public Service	59	18	23	161,341
Question 67. To what extent has your pay or other compensation been affected by issues with the Phoenix pay system?	Pacific Region	16		84	984
	Pacific Region - Science	18		82	230
	Public Service	30		70	161,576
Question 70. Have all your pay or other compensation issues been resolved?	Pacific Region	19		81	810

PSES 2018 Public Service, DFO Pacific & Pacific Science Summary (Response %)

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Negative legend: >40% / 20-39% / <20%

Question	Division	Positive	Neutral	Negative	Count
	Pacific Region - Science	23		77	186
	Public Service	35		65	108,456
Question 71.	I am satisfied with the support (e.g., regular information, follow-up, making enquiries on my behalf, offering emergency or priority pay) I received from my department or agency to help resolve my pay or other compensation issues.				
	Pacific Region	28	16	55	809
	Pacific Region - Science	30	17	53	186
	Public Service	36	20	44	108,900
Question 72.	I am satisfied with the support I received from the Pay Centre to help resolve my pay or other compensation issues.				
	Pacific Region	10	13	77	807
	Pacific Region - Science	8	14	78	186
	Public Service	19	17	63	108,928
Question 73.	To what extent have issues with the Phoenix pay system affected your decision to seek or accept another position (e.g., deployment, promotion, secondment, assignment, acting assignment) within your organization or the federal public service?				
	Pacific Region	58	19	24	980
	Pacific Region - Science	70	16	14	229
	Public Service	63	15	22	161,026

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Resources and Endnotes

i   Policy Framework for People Management. 2010. Government of Canada. 2010. ISBN 978-0-660-09096-8. https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=19134

ii   Wellness, Inclusion and Diviersity in the Public Service: Services and Information: https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service.html

iii Pacific Science Field Notes. \\Dcbcvanna01b\VAN_RHQ_1\Region\SCIENCE\Indigenous Engagement\Fieldnotes 2019-2020\Fieldnotes 2019_2020 (internal DFO link). For more information contact Martin Nantel at Martin.Nantel@dfo-mpo.gc.ca

iv DFO Office of Conflict Resolution. https://intra.ent.dfo-mpo.ca/VICR/Programs/Conflict_Resolution

v   Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia working at-sea wellness videos links: Part 1 – Welcome to the Marine National Facility (https://vimeo.com/148313812) Part 2 – Preparing for the Voyage (https://vimeo.com/148313817) , Part 3 – Roles and Responsibilities on Board (https://vimeo.com/148313814) , Part 4 – Embarking on your voyage(https://vimeo.com/148318342), Part 5 – Post Voyage (https://vimeo.com/148313813), Part 6 – Message to Next of Kin (https://vimeo.com/148313815)

vi Government of Canada, the Employee Assistance Program. https://www.canada.ca/en/health-canada/services/environmental-workplace-health/occupational-health-safety/employee-assistance-services/employee-assistance-program.html

vii Federal Public Service Mental Health Strategy. https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/health-wellness-public-servants/mental-health-workplace/federal-public-service-workplace-mental-health-strategy.html

viii DFO Nanaimo Wellness Committee. For more information contact: nanaimo_Wellness_committee@dfo-mpo.gc.ca

ix Fisheries and Oceans Values and Ethics Code. 2012. https://www.dfo-mpo.gc.ca/reports-rapports/vicr-virc/vicr-virc2012-eng.htm

x   Policy on Harassment Prevention and Resolution. Government of Canada. 2012. ISBN 978-0-660-09916-3. https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26041

xi Violence Protection in the workplace. 943-1-IPG-081. https://www.canada.ca/en/employment-social-development/programs/laws-regulations/labour/interpretations-policies/081.html

xii Guide to Violence Protection in the Workplace. 2017. https://www.canada.ca/en/employment-social-development/services/health-safety/reports/violence-prevention.html

xiii Canada Labour Code. https://laws-lois.justice.gc.ca/eng/acts/L-2/page-23.html#docCont

xiv Directive on the Harassment Complaint Process. Government of Canada. 2012. ISBN: 978-0-660-09699-5. https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26040

xivi DFO Office of Conflict Resolution. https://intra.ent.dfo-mpo.ca/VICR/Programs/Conflict_Resolution

xv Canadian Occupational Health and Safety Code. Section XX Violence Prevention in the Workplace. https://laws-lois.justice.gc.ca/eng/regulations/sor-86-304/page-57.html#h-896613

xvi DFO Office of Conflict Resolution. https://intra.ent.dfo-mpo.ca/VICR/Programs/Conflict_Resolution

xvii American Psychological Association. Resources for Employers, Creating a Psychologically Healthy Workplace. https://www.apaexcellence.org/resources/creatingahealthyworkplace/

xviii Employment and Social Development Canada (ESDC) Mental Health Framework. https://www.canada.ca/en/employment-social-development/corporate/reports/2016-renewal-progress/respect/mental-health.html

xix Centre of Expertise on Mental Health in the Workplace https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/health-wellness-public-servants/mental-health-workplace.html

xx Employee Assistance Program. DFO link https://intranet.ent.dfo-mpo.ca/hr-rh/en/node/1018. GOC link https://www.canada.ca/en/health-canada/services/environmental-workplace-health/occupational-health-safety/employee-assistance-services/employee-assistance-program.html